

DATE: April 24, 2022

TO: Frederick County Board of Supervisors

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Joint Meeting with Board of Supervisors 2022

The EDA Board looks forward to its annual discussion and review of the Board of Supervisors' expectations for economic development. This year's agenda (enclosed) will provide a brief recap of accomplishments since our last joint meeting as well some insight into planned activities for the ensuing 12 months. The EDA is seeking Board of Supervisors' feedback/endorsement of the planned activities for the next 12 months.

At the last joint meeting (January 2021), the primary planned EDA activities centered around short-term workforce and site readiness. These elements are constantly ranked as some of the top locally influenced factors used by corporate decision makers and site consultants per Area Development Magazine's Annual Survey. County EDA staff routinely shapes its strategy based on this annual survey. This year's survey results are attached. (Attachment D)

Highlights of Accomplishments from Last Year's Planning Activities

Much forward progress was made on the previously endorsed planned activities. The following is a bulleted summary of each planned activity.

- Activity #1 | Maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions
 - Website supporting the Shenandoah Valley Talent Solutions Strategy has been completed (www.liveloveshenandoah.com). A social media campaign plan has been developed and is underway with funding from the Virginia Tourism Corporation. (Attachment E)
 - Again, hosted an employer expo, a Workforce Initiative project, which is a regional comprehensive hiring event featuring companies, professional development workshops and fast track training providers. (Attachment F)
 - Manufacturing model workgroup completed plans and offering a Manufacturing Boot Camp this Summer. (Attachment G)
 - Proposal to hire contractor for enhanced outreach to shift the way our community views career opportunities was paused to focus on workforce models.

YOUR MOVE. OUR COMMITMENT.

- Activity #2 | Continue refinement of the business sites program
 - The characterizations of four additional sites completed per the Virginia Business Ready Sites Program. They were property at the Winchester Regional Airport, Milton Ray, Stonewall Industrial Park and Payne Property. (Attachment H)
- Activity #3 | Cooperative marketing match program with agribusiness entities
 - Partnered with Winchester-Frederick County Convention & Visitors Bureau, Clarke County and VA Tech Cooperative Extension on “Growing Your Agribusiness” event, an information and idea session to assist and gather feedback from those looking to start or grow their agribusiness in Winchester, Frederick County, or Clarke County, Virginia. (Attachment I)
 - Working with VA Tech Cooperative Extension, a process to conduct business retention visits for agribusiness entities was established.
- Activity #4 | Expansion of retention activities
 - Analysis completed on data identifying potential gazelles (fast growing companies) in Frederick County. Business retention visits have been broadened to encompass a wider selection of County businesses.
- Activity #5 | Collaborative marketing with Winchester Regional Airport
 - Working with Airport’s Executive Director, postcard mailers were developed with tailored pitch point. Mailing started in early March. (Attachment J)

Planned Activities for the next 12 months

Even with the positive achievements on the previous planned activities, many require consistent attention thus several remain on the slate of planned activities. The proposed planned activities for the next 12 months include continuation of previous ones, refocus of one and addition of one. Full details are provided in the following narrative.

- Activity #1 | Partner with appropriate local and regional partners to create solutions for current and projected workforce needs
 - Continue the implementation of the Shenandoah Valley Talent Solutions Strategy including executing additional social media campaigns and exploring feasibility of internship fair
 - Assist the Workforce Initiative Board with project implementation



- Execute manufacturing workforce model
 - Advance forward the information technology and construction workforce models
 - Enhanced community outreach/advocacy to parents, guardians, coaches, teachers, counselors
- Activity #2 | Encourage development of “ready to go” business properties.
 - Participate, as necessary, with the County’s comprehensive plan process to identify future business properties with alignment with EDA target business sectors.
 - Complete additional site characterizations when additional sites matching the approved criteria come to market.
 - Finalize a Business Ready Sites Loan Program Agreement with one or more of the characterized sites.
- Activity #3 | Engage in activities that support agribusiness entities
 - Participate in conversations resulting from the “Growing Your Agribusiness” event
 - Elevate FredCo Eats to incorporate County agribusinesses
 - Identify, as appropriate and feasible, other potential supporting activities from business retention visits with the VA Tech Cooperative Extension and County agribusiness entities.
- Activity #4 | Continue collaborative marketing with Winchester Regional Airport
 - Outreach to companies with large government portfolio and direct government/private users with activity connected to Winchester Regional Airport.
- Activity #5 | Complete an improvement plan for each target business sector
 - Develop priority actions that can improve competitiveness for target sub-sectors (short and mid-term) for Frederick County, VA





AGENDA

BOARD OF SUPERVISORS-ECONOMIC DEVELOPMENT AUTHORITY JOINT WORK SESSION

WEDNESDAY, APRIL 27, 2022

5:30 PM

BOARD MEETING ROOM

107 NORTH KENT STREET, WINCHESTER, VIRGINIA 22601

- 1. Call to order**
- 2. Chair's comments**
- 3. General overview of EDA's mission**
- 4. Update on EDA Projects**
 - **Targeted Business Analysis status update (Attachment A)**
 - **FredCo Eats – Inaugural Restaurant Week (Attachment B)**
 - **Grocery store attraction status update (Attachment C)**
- 5. Update of planned activities from last year**
- 6. Accomplishments since last joint meeting**
- 7. BOS feedback on planned activities**
- 8. Adjourn**

ATTACHMENT

A

Project Update
TARGET INDUSTRY ANALYSIS UPDATE

This effort's end goal is to quantitatively and qualitatively identify Frederick County's best fits relative to traded-sector industries, which are those industries that would most benefit from Frederick County's assets and would be willing to expand and/or relocate to the area, as well as identifying those industries that bring value to Frederick County in the form of investment, jobs, payroll, and local purchasing.

Working through established steps, the EDA has completed up to step 11.

1. Analyze current and future industry and investment trends (including COVID-19 impact)
2. Match trend analysis with location assets and current efforts in specific clusters
3. Identify main types of industry segments as priority targets
4. Understand industry drivers and location criteria (qualitative and quantitative)
5. Develop prototype project needs and specifications
6. Identify relevant benchmark locations
7. Gather comparative data and benchmark with competing locations
8. Identify key strengths (selling points)
9. Identify weak points to be improved
10. Develop current product profile of the location
11. Define most promising industry segments
12. Develop value proposition per sector that includes both qualitative and quantitative attributes specific to Frederick County, VA

At their last meeting, the EDA endorsed the following as the promising industry segments.

- Corporate Services
 - Administrative Services
 - Management of Companies and Enterprises
 - Professional, Scientific, and Technical Services
- Information Technology
 - Computer Systems Design and Related Services
 - Data Processing, Hosting, and Related Services
- Finance & Insurance
 - Depository Credit Intermediation
 - Non-depository Credit Intermediation
- BioScience
 - Medical and Diagnostic Laboratories
 - Pharmaceutical and Medicine Manufacturing
 - Scientific Research and Development Services

- Advanced Manufacturing
 - Boiler, Tank, and Shipping Containers
 - Cement/Concrete
 - Control Instruments
 - Electric Vehicle and components
 - Lime/Gypsum
 - Metals
 - Petroleum/Coal
 - Plastics
 - Printing
 - Wood
- Food & Beverage
 - Animal
 - Dairy
 - Fruit and vegetable
 - Grain
 - Specialty

It should be strongly noted that 1) talent and 2) sites were identified weaknesses for all sectors. Talent analysis for each sector revealed concerns (shaded in orange or red) on several occupations. A sample of one sector follows. Sites need attention as very few actively marketed sites exist in Frederick County matching the identified acreage using Conway Analytics' database on corporate expansion projects for all sectors.

Sector	Acreage
Corporate Services	60.2*
Information Technology	65.0
Finance & Insurance	<i>Insufficient data</i>
BioScience	81.5*
Advanced Manufacturing	131.0*
Food & Beverage	121.6

*NEW location Entire of United States

These action plans with short term solutions need to be developed and executed in earnest. The talent action plan likely needs a deeper investigation to ensure proper career pathways for occupations with a very low number of "Potential Candidates per Opening" for each sector. The sites effort will require some deep connection to the comprehensive plan and zoning ordinance based on the current or future potential for robust information.



Frederick County, Virginia, NAICS 3254 - Pharmaceutical and Medicine Manufacturing (140 Workers)

SOC	Title	New Employer Demand	Empl (Place of Residence) ¹	Unempl ¹	Regional Avg Wage ²	National Avg Wage ²	Empl Extended	Unempl Extended	Potential Candidates per Opening
51-9111	Packaging and Filling Machine Operators and Tenders	14	214	12	\$38,900	\$35,200	2,033	136	16
51-9011	Chemical Equipment Operators and Tenders	7	27	1	\$37,600	\$53,300	55	4	4
19-2031	Chemists	7	14	1	\$77,600	\$86,400	25	1	2
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	7	203	10	\$44,300	\$44,600	665	40	30
51-1011	First-Line Supervisors of Production and Operating Workers	5	262	8	\$66,300	\$66,800	390	14	54
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	5	67	3	\$40,900	\$41,000	253	13	14
11-9121	Natural Sciences Managers	5	9	0	\$146,600	\$154,900	492	9	2
19-1042	Medical Scientists, Except Epidemiologists	4	13	0	\$91,100	\$101,800	40	1	3
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	4	34	1	\$76,700	\$99,700	326	10	9
19-4031	Chemical Technicians	3	15	1	\$46,000	\$53,700	55	2	5
11-1021	General and Operations Managers	3	556	18	\$112,000	\$125,700	1,719	51	191
17-2112	Industrial Engineers	3	59	1	\$87,600	\$93,600	168	4	20
49-9041	Industrial Machinery Mechanics	3	190	4	\$52,800	\$57,400	869	39	65
11-3051	Industrial Production Managers	3	38	1	\$121,600	\$118,200	1,322	37	13
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	3	936	66	\$31,000	\$33,700	3	0	334
19-1021	Biochemists and Biophysicists	2	2	0	\$94,100	\$104,800	13	0	1
19-4021	Biological Technicians	2	42	2	\$44,200	\$49,500	63	2	22
13-1041	Compliance Officers	2	77	1	\$77,000	\$75,600	604	19	39
43-4051	Customer Service Representatives	2	675	38	\$37,300	\$38,500	955	52	357
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	2	32	1	\$37,500	\$38,400	881	47	16
17-3026	Industrial Engineering Technologists and Technicians	2	36	1	\$54,900	\$59,900	0	0	18
49-9071	Maintenance and Repair Workers, General	2	423	19	\$41,300	\$43,800	142	3	221

SOC	Title	New Employer Demand	Empl (Place of Residence) ¹	Unempl ¹	Regional Avg Wage ²	National Avg Wage ²	Empl Extended	Unempl Extended	Potential Candidates per Opening
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	2	284	5	\$124,500	\$124,000	996	25	144
43-5061	Production, Planning, and Expediting Clerks	2	116	4	\$45,100	\$52,000	336	10	60
13-1198	Project Management Specialists and Business Operations Specialists, All Other	2	328	5	\$77,900	\$84,300	342	8	167
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	2	36	1	\$44,500	\$46,800	289	13	19
43-5071	Shipping, Receiving, and Inventory Clerks	2	298	16	\$33,400	\$37,200	1,887	108	157
13-2011	Accountants and Auditors	1	313	7	\$86,100	\$81,700	235	5	320
11-9041	Architectural and Engineering Managers	1	24	0	\$135,400	\$158,100	220	4	25
17-2031	Bioengineers and Biomedical Engineers	1	2	0	\$90,200	\$98,300	0	0	2
19-1029	Biological Scientists, All Other	1	1	0	\$80,900	\$89,900	37	1	2
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1	436	13	\$41,700	\$44,100	539	22	449
51-8091	Chemical Plant and System Operators	1	8	0	\$64,000	\$65,500	107	5	8
11-3021	Computer and Information Systems Managers	1	72	1	\$135,700	\$161,700	291	5	73
15-1211	Computer Systems Analysts	1	111	2	\$92,900	\$99,000	585	10	113
17-2199	Engineers, All Other	1	21	0	\$98,200	\$107,100	943	17	21
43-6011	Executive Secretaries and Executive Administrative Assistants	1	112	2	\$51,800	\$65,200	1,363	42	114
11-3013	Facilities Managers	1	73	2	\$92,000	\$108,100	1,272	30	74
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	1	107	2	\$80,900	\$96,600	1,435	35	109
11-3031	Financial Managers	1	163	3	\$128,200	\$151,500	548	11	165
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1	206	4	\$63,000	\$73,100	520	17	210
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1	414	9	\$56,200	\$62,000	628	34	422
11-2033	Fundraising Managers	1	3	0	\$127,900	\$135,600	821	21	3
51-9198	Helpers--Production Workers	1	102	10	\$35,200	\$32,000	1,256	95	113

SOC	Title	New Employer Demand	Empl (Place of Residence) ¹	Unempl ¹	Regional Avg Wage ²	National Avg Wage ²	Empl Extended	Unempl Extended	Potential Candidates per Opening
11-3121	Human Resources Managers	1	26	1	\$127,700	\$134,600	1,491	33	26
13-1071	Human Resources Specialists	1	177	7	\$71,600	\$69,400	707	17	184
53-7051	Industrial Truck and Tractor Operators	1	418	25	\$36,400	\$39,200	1,678	100	444
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1	640	42	\$27,200	\$31,400	2,211	183	682
13-1081	Logisticians	1	73	1	\$70,000	\$79,800	449	9	74
13-1111	Management Analysts	1	250	7	\$89,800	\$97,600	713	21	257
13-1161	Market Research Analysts and Marketing Specialists	1	124	3	\$54,300	\$74,000	508	14	127
11-2021	Marketing Managers	1	26	1	\$129,000	\$154,500	879	22	26
19-1022	Microbiologists	1	1	0	\$82,400	\$91,800	36	1	1
43-9061	Office Clerks, General	1	758	39	\$31,100	\$37,800	1,011	39	797
53-7064	Packers and Packagers, Hand	1	186	17	\$28,700	\$29,300	1,319	94	203
29-2052	Pharmacy Technicians	1	130	3	\$36,800	\$36,500	272	8	133
51-9199	Production Workers, All Other	1	90	5	\$30,800	\$35,600	0	0	95
27-3031	Public Relations Specialists	1	35	0	\$61,300	\$71,900	413	14	35
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	1	88	2	\$74,200	\$72,400	291	6	91
11-2022	Sales Managers	1	52	1	\$155,700	\$147,600	354	7	53
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1	255	8	\$68,800	\$73,500	26	1	263
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1	395	12	\$40,200	\$40,400	1,068	53	407
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1	276	5	\$105,500	\$114,300	431	7	281
15-2041	Statisticians	1	3	0	\$94,700	\$97,200	32	0	3
53-7065	Stockers and Order Fillers	1	981	57	\$30,100	\$31,000	4,216	439	1,039
51-2092	Team Assemblers	1	328	30	\$30,700	\$36,000	174	10	358
13-1151	Training and Development Specialists	1	98	3	\$76,700	\$67,400	588	18	102
Total Annual Payroll					\$9,392,000	\$10,152,000			
140					\$67,086				

SOC	Title	New Employer Demand	Empl (Place of Residence) ¹	Unempl ¹	Regional Avg Wage ²	National Avg Wage ²	Empl Extended	Unempl Extended	Potential Candidates per Opening
-----	-------	---------------------------	--	---------------------	-----------------------------------	-----------------------------------	------------------	--------------------	--

[Source: JobsEQ®](#)

1. Occupation employment and unemployment are place-of-residence data--that is, referring to workers who reside in the named locality.

2. Occupation wages are as of 2020 and represent the average for all Covered Employment

Data as of 2021Q1 unless noted otherwise

Note: Figures may not sum due to rounding.

Exported on: Thursday, September 30, 2021 4:44 PM

ATTACHMENT

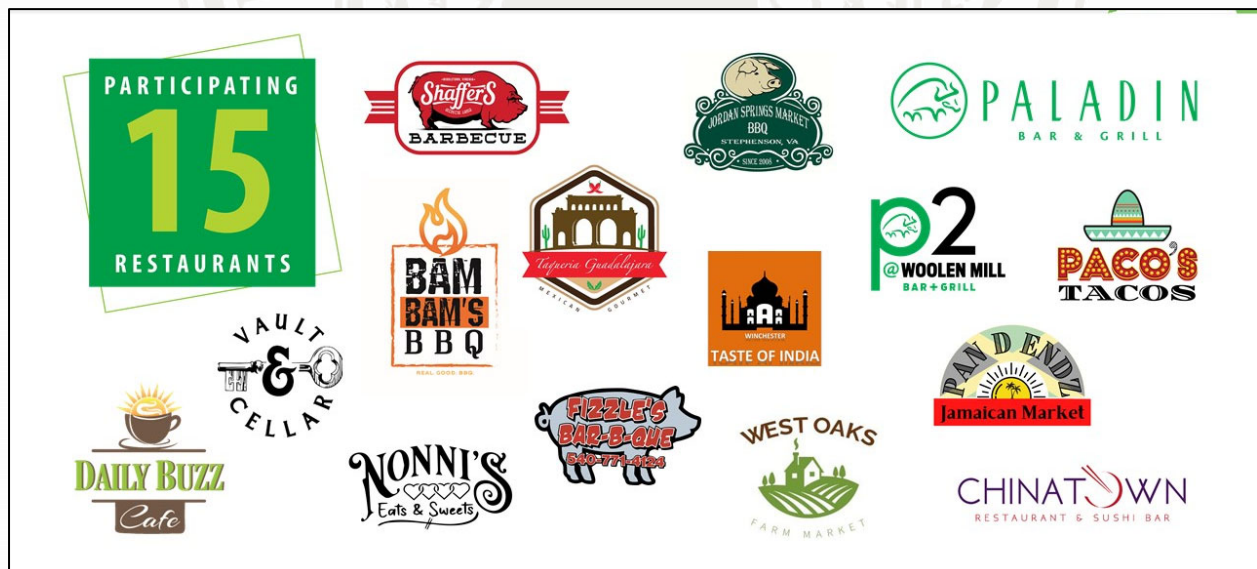
B

Project Update
FREDCO EATS - RESTAURANT WEEK

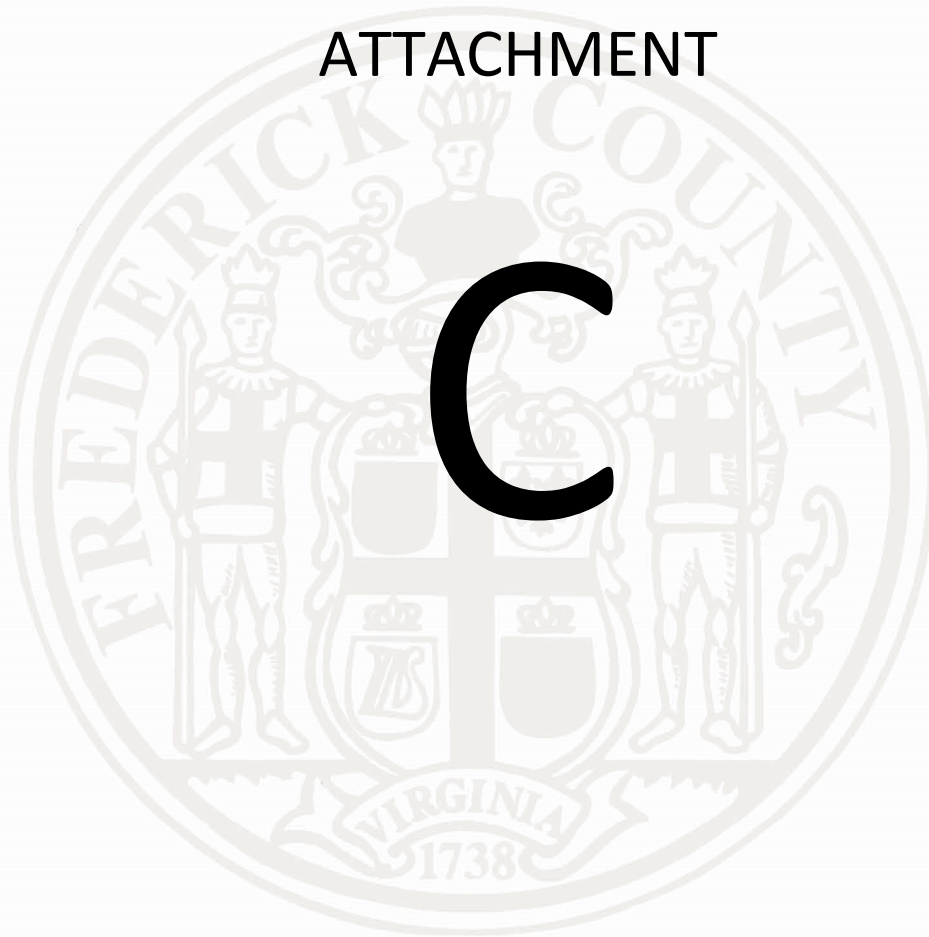
The EDA held Frederick County's first Restaurant Week January 31 – February 6, 2022. Restaurant Week is part of FredCo Eats, an effort to cultivate and elevate the full scope of Frederick County, Virginia's food economy – from agriculture through production and distribution, to the dining experience.

Primary areas of focus for the inaugural event were to create awareness of Frederick County's restaurant industry and provide a mid-winter boost for restaurants during a time when restaurant sales traditionally decline. Frederick County's restaurant scene is diverse, including stand-alone restaurants, food trucks, and farms with cafes and markets; participation criteria was broad to include as many local eateries as possible. Fifteen (15) restaurants participated in the inaugural event, offering a mix of multi-course menus, meal deals, and promotional discounts.

Over a three-month span, the EDA developed a FredCo Eats web presence, created Facebook and Instagram pages, and implemented an advertising strategy to create excitement around the effort. A hashtag campaign was utilized during the week to encourage diners to share their Restaurant Week experience on social media to further expand marketing reach.



ATTACHMENT



YOUR MOVE. OUR COMMITMENT.

Project Profile
GROCERY STORE ATTRACTION

Per direction by the EDA Board in June 2021, staff has been executing a plan on encouraging additional grocery stores to locate in Frederick County. Each targeted grocery store was sent an opening letter with an infographic. Follow-up phone calls and emails were conducted. After the initial communication strategy, EDA staff attempts to contact each grocery store monthly, a stated desired schedule or as new pertinent information arises.



INTEREST LEVEL

- Moderate | 2
 - Actively looking for locations in a larger geographic area, which includes Frederick County
- Long Term | 4
 - No current plans to enter the market, but our area is part of their long-term market consideration
- None | 1

ATTACHMENT

D



YOUR MOVE. OUR COMMITMENT.

AREA DEVELOPMENT MAGAZINE'S ANNUAL SURVEY OF CORPORATE DECISION MAKERS AND SITE CONSULTANTS 2021 RESULTS

COMBINED RATINGS* CONSULTANTS SURVEY

Site Selection Factors	2020	2019
Ranking		
1. Labor costs	100.0	98.3 (2)**
2. Availability of skilled labor	98.3	100.0 (1)
2T. Highway accessibility	98.3	98.2 (3)
4. Energy availability and costs	94.7	89.6 (8T)
5. State and local incentives	93.0	93.1 (5T)
6. Tax exemptions	91.2	88.0 (10)
7. Proximity to suppliers	91.0	85.7 (12)
8. Proximity to major markets	89.5	94.9 (4)
9. Available land	89.4	91.2 (7)
10. Available buildings	87.7	93.1 (5T)
11T. Inbound/outbound shipping costs	86.0	79.3 (15T)
11T. Low union profile	86.0	77.6 (17)
13. Occupancy or construction costs	84.2	86.2 (11)
14. Expedited or "fast-track" permitting	82.5	89.6 (8T)
15. Accessibility to major airport	80.7	80.4 (14)
16. Right-to-work state	77.2	69.0 (20)
17. Corporate tax rate	75.4	72.4 (18)
18T. Training programs/technical schools	71.9	80.7 (13)
18T. Environmental regulations	71.9	79.3 (15T)
20. Quality-of-life	70.2	66.7 (21T)
21T. Availability of unskilled labor	65.0	69.2 (19)
21T. Raw materials availability	65.0	66.7 (21T)
23. Proximity to innovation commercialization/R&D centers	54.4	48.3 (25)
24. Availability of advanced ICT services	53.6	60.7 (24)
25. Water availability	49.1	62.1 (23)
26. Railroad service	41.9	43.1 (26)
27. Waterway or oceanport accessibility	35.1	37.9 (28)
28. Availability of long-term financing	29.9	40.3 (27)

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

** 2019 ranking

COMBINED RATINGS* CORPORATE SURVEY

Site Selection Factors	2020	2019
Ranking		
1. Availability of skilled labor	91.4	92.3 (2)**
2. Highway accessibility	88.7	92.4 (1)
3. Energy availability and costs	85.3	79.5 (7)
4. Quality-of-life	84.8	82.2 (4)
5. Labor costs	84.2	87.1 (3)
6. Occupancy or construction costs	80.6	80.3 (5)
7. Corporate tax rate	80.0	79.7 (6)
8. Tax exemptions	78.6	75.0 (8)
9. State and local incentives	77.2	70.2 (14)
10. Inbound/outbound shipping costs	76.8	69.8 (15)
11. Right-to-work state	71.8	72.0 (11)
12. Proximity to major markets	71.7	72.6 (10)
13. Environmental regulations	71.6	73.0 (9)
14. Available buildings	70.6	71.3 (12)
15. Low union profile	70.0	62.7 (18)
16. Available land	65.2	64.4 (17)
17. Proximity to suppliers	64.2	68.1 (16)
18. Training programs/technical schools	63.3	60.3 (19)
19. Expedited or "fast-track" permitting	61.8	70.7 (13)
20. Availability of long-term financing	59.4	59.5 (20)
21. Raw materials availability	59.1	56.1 (22)
22. Availability of unskilled labor	53.0	59.0 (21)
23. Water availability	50.1	45.2 (24)
24. Accessibility to major airport	47.8	50.6 (23)
25. Availability of advanced ICT services	36.9	26.7 (26)
26. Proximity to innovation commercialization/R&D centers	29.9	35.7 (25)
27T. Railroad service	24.6	25.3 (27)
27T. Waterway or oceanport accessibility	24.6	20.3 (28)

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

** 2019 ranking

ATTACHMENT

E

Project Profile

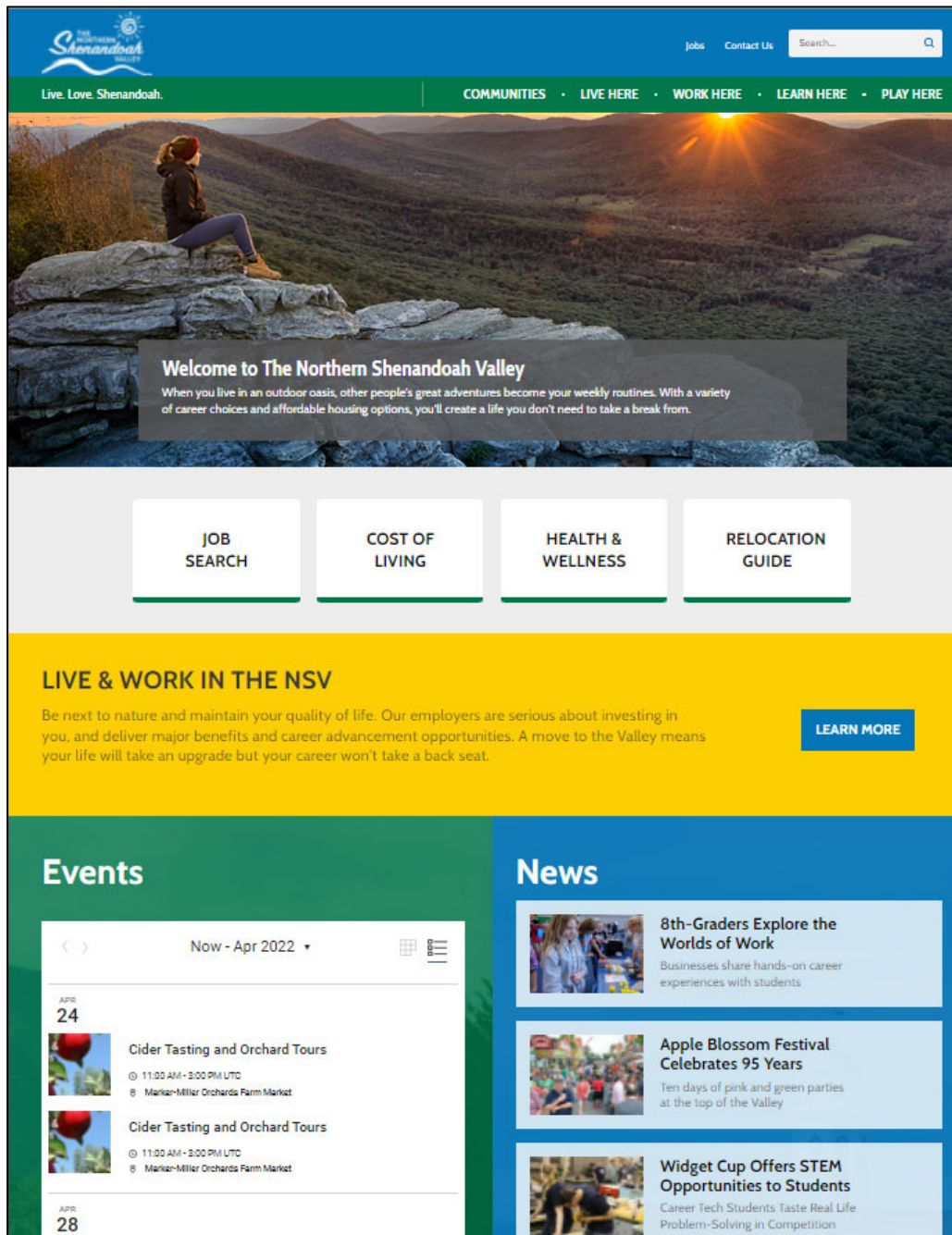
Shenandoah Valley Talent Solutions Strategy

The Frederick County EDA, in partnership with other Northern Shenandoah Valley localities (the counties of Clarke, Shenandoah, Warren and Page, and the City of Winchester), engaged Development Counsellors International (DCI)—the leader in marketing places, to develop a Comprehensive Talent Solutions Strategy focused on job seekers, university and community college graduates, and high school students. This Strategy identified obstacles and opportunities to retention and attraction of young adult talent.

Based on the research, as well as best practices, DCI recommended a strategy including 8+ major marketing tactics for the region to start promoting its career and lifestyle opportunities to internal and external talent. These suggested tactics aim to arm employers with information to sell the region, increase awareness of the region as an ideal place for careers and lifestyle and inspire career change locally. Some samples of tactics include:

- A regional website focused on information on living and working in the Northern Shenandoah Valley region
- A digital regional resource that showcases “things to do”
- A digital hub within the new talent website dedicated to career training
- Paid digital + social advertising to reach target audiences in the target markets DCI identified
- A regional “internship fair” event over winter break to prepare young talent for summer internships

The past 12 months brought the completion of the regional website and launching of the paid digital and social media advertisement with the support of \$10,000 from the Virginia Tourism Corporation’s Marketing Leverage Grant.



ATTACHMENT



YOUR MOVE. OUR COMMITMENT.

Project Profile EMPLOYER EXPO

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

During the 2021 Expo, nearly 110 job seekers visited with 53 employers over 4 hours. The 2022 event is scheduled for May 25, 2022, from 2 pm to 6 pm.

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



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

THE WORKFORCE INITIATIVE
www.theworkforceinitiative.com

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

Attendee Age		
Under 18	9%	35-44
18-24	22%	45-54
25-34	24%	55-64
		14%

Attendee Education Level	
High School	44%
Associate's Degree or Higher	47%

Est. 2018

Years: 2
Attendees: 452
Businesses: 93

2019 Expo Results

What Drew Attendees?
General Job Seeking | 63%
A Specific Employer | 13%
A Specific Industry | 14%

Attendees have a great experience at The Employer Expo!

- 79%** Love the Quantity of Employers! 79% of attendees surveyed were satisfied or very satisfied with the number of employers.
- 73%** Found Diversity in Employers! 73% of attendees surveyed were satisfied or very satisfied with the variety of employers.





2019 Exhibitors



JOBS

RESUME
building

coming
SOON

SCHOLAR—
SHIPS

GET
HIRED.

THE
EMPLOYER
EXPO.com

YOUR MOVE. OUR COMMITMENT.

ATTACHMENT

G

Project Profile
MANUFACTURING MODEL

Attention Virginia Seniors in Frederick, Shenandoah, Warren, and Clarke Counties! Interested in manufacturing? We will be working with high school students for a week long prep course to give an understanding and entryway into manufacturing. This also includes hands-on experiences and a guaranteed job interview! For more information, sign up in your school counseling office. We look forward to seeing you!

[#Career](#) [#JobOpportunities](#) [#Manufacturing](#)

A promotional poster for a 'Prepare For Production Manufacturing Boot Camp'. The poster has a dark blue background with a light blue banner at the top. On the left, there is a circular inset image of a man in a white hard hat and safety glasses working on a laptop in a factory setting. The text on the poster provides details about the event, including the dates (June 13-17, 2022), time (8:00 A.M. - 4:00 P.M.), location (LFCC Middletown Campus, Continental, and Kingspan), and benefits (earning OSHA 10 & NCRC credentials, a guaranteed job interview with an average pay of \$17.50/hr + benefit). Logos for Continental, Kingspan, and Workforce Solutions are displayed. The poster concludes with a call to action for seniors to sign up in their school counseling office.

**Prepare For Production
Manufacturing Boot Camp**

**JUNE 13-17, 2022
8:00 A.M. - 4:00 P.M**

On site at LFCC Middletown Campus,
Continental, and Kingspan

Earn 2 industry recognized credentials:
OSHA 10 & NCRC

Guaranteed Job Interview with average pay
\$17.50/ hr + benefit

Continental
The Future in Motion

Kingspan

Workforce Solutions
Partners In Your Success

**Seniors: Sign up in your
school counseling office!**

YOUR MOVE. OUR COMMITMENT.

ATTACHMENT

H

Project Profile
VIRGINIA BUSINESS READY SITES PROGRAM (VBRSP)

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

In response to this top factor, the Virginia Economic Development Partnership created the VBRSP, a program to promote development and characterization of sites (containing a minimum of 25 contiguous, developable acres) to enhance the Commonwealth's infrastructure and promote the Commonwealth's competitive business environment. The program's goal is to identify, assess, and improve the readiness of potential industrial sites. Five Tiers were developed to classify a site's readiness.

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

YOUR MOVE. OUR COMMITMENT.

Under VBRSP, Frederick County, VA has the following sites characterized with the EDA's property database.

Artillery Business Center | Tier 2 | 57.9 acres

Blackburn Property | Tier 2 | 74 acres

Bluestone Industrial Park | Tier 4 | 91 acres

Carbaugh Business Center | Tier 2 | 55.45 acres

Carroll Industrial Park | Tier 2 | 55.45 acres

Graystone Commerce Center | Tier 4 | 138.34 acres

*Winchester Regional Airport's Northern Property | Tier 2 | 60 acres

*Milton Ray | Tier 2 | 45 acres

*Stonewall Industrial Park | Tier 2 | 27 acres

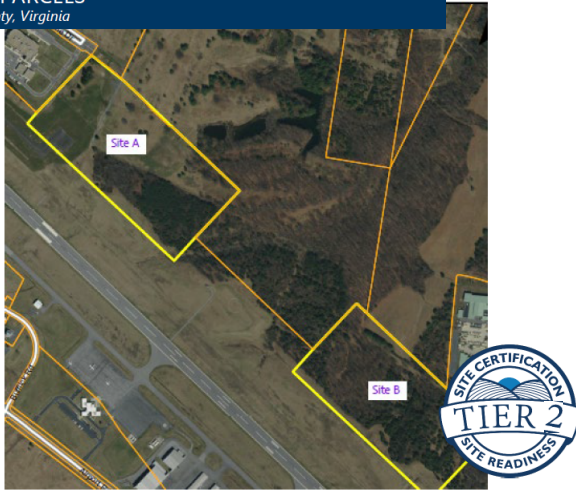
*Payne Property | Tier 2 | 21 acres

*completed in past 12 months

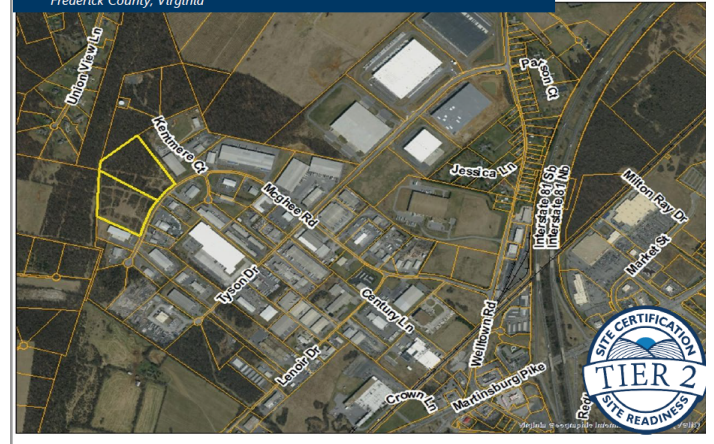


SITE CERTIFICATION REPORT FOR AIRPORT PARCELS

Frederick County, Virginia

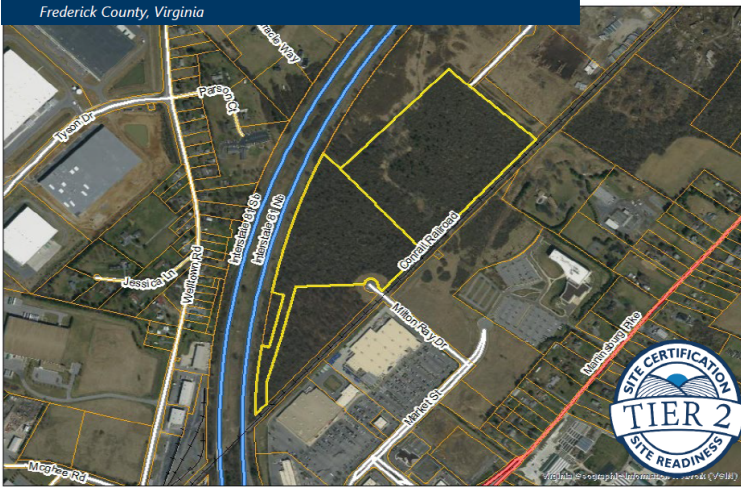


SITE CERTIFICATION REPORT FOR STONEWALL INDUSTRIAL PARK *Frederick County, Virginia*



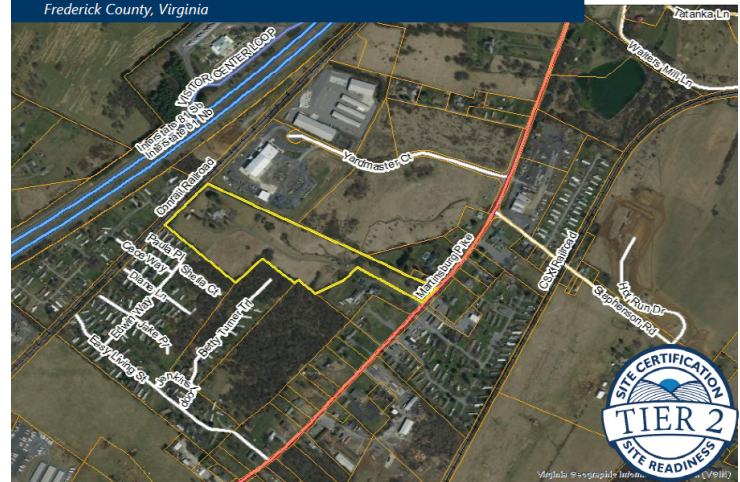
SITE CERTIFICATION REPORT FOR MILTON RAY

Frederick County, Virginia



SITE CERTIFICATION REPORT FOR PAYNE PROPERTY

Frederick County, Virginia



ATTACHMENT



YOUR MOVE. OUR COMMITMENT.

Project Profile
AGRIBUSINESS SUPPORT

The Growing Your Agribusiness event was sponsored by Virginia Cooperative Extension and the Clarke County, Frederick County and Winchester economic and tourism development offices. More than 100 people participated in the conversation. The event sought to gather feedback from the regional agribusinesses on how to help them grow their businesses as well as highlight available tools to spur this growth. Future conversations will occur to bring to fruition the concepts raised during the discussion.



The poster features a green border and a light blue background. At the top left is an icon of a barn and windmill. The title 'Growing Your Agribusiness' is in large green font, with a stylized green plant growing from the letter 'g'. Below the title is the subtitle 'An Information and Idea Session for Agribusinesses in Winchester - Frederick - Clarke'. The date and time 'Friday, February 25, 2022 11am-2pm' are in bold green. The location 'Clarke County Fairgrounds Ruritan Building 890 W. Main Street, Berryville, VA 22611' is in green. A paragraph describes the session as informational and input, aimed at gathering feedback and discussing tools for agribusiness and agritourism. An agenda lists three time slots: 11:00am-12:00pm for an information session, 12:00pm-1:00pm for lunch and networking, and 1:00pm-2:00pm for a feedback session. The bottom section includes a call to register by February 18, logos for Frederick County, Clarke County, and Virginia Cooperative Extension, and a URL to the event page. An illustration of a farm scene with trees, cows, and a tractor is at the bottom.

 **Growing Your Agribusiness**

An Information and Idea Session for Agribusinesses in Winchester - Frederick - Clarke

**Friday, February 25, 2022
11am-2pm**

Clarke County Fairgrounds Ruritan Building
890 W. Main Street, Berryville, VA 22611

Join us for an **informational and input session** to assist and gather feedback from those looking to start or grow their agribusiness. **We will discuss tools and formulate priorities to help regional agritourism and agribusiness thrive.**

Agenda

- 11:00am – 12:00pm Information Session on Agribusiness: including grant opportunities, marketing, and assistance available
- 12:00pm – 1:00pm LUNCH and Networking Break
- 1:00pm – 2:00pm Feedback and Input Session

Space is limited!
Please register by February 18 for this free event at:
www.Facebook.com/VisitWinchesterVA/events

ATTACHMENT

J

Project Profile
AIRPORT SUPPORT




"We sought an airport and community with a positive business culture ...

one who understands the value of partnership.
We found our answer in Winchester Regional Airport Authority."

Tanya Matthews
President & Chairman
TMG Construction Corporation

FLY OKV



WINCHESTER
REGIONAL AIRPORT

491 Airport Road Winchester, VA 22602
540.662.5786 | FlyOKV.com

FLY OKV

- 40 acres of build-to-suit land on airport property available
- Environmental approval from FAA/NEPA secured
- 400+ acre industrial/commercial campus adjacent to airport
- Among lowest real estate and aircraft property taxes in Virginia
- Long-term lease arrangements and incentives available

Winchester Regional Airport is advantageous for maintenance repair and overhaul (MRO) facilities, government contractors, research and development, cargo operations, manufacturers, and charter services. **Learn more** ➔ FlyOKV.com/Advantage

YOUR MOVE. OUR COMMITMENT.



“Access some of the lowest aircraft and real estate taxes in Virginia ...

and surround yourself with recognized employers, including Navy Federal Credit Union, FEMA, Trex, and Amazon — each employing more than 1,000 at their Frederick County facilities.”

Nick Sabo

Executive Director
Winchester Regional Airport



491 Airport Road Winchester, VA 22602
540.662.5786 | FlyOKV.com

FLY OKV

- 40 acres of build-to-suit land on airport property available
- Environmental approval from FAA/NEPA secured
- 400+ acre industrial/commercial campus adjacent to airport
- Among lowest real estate and aircraft property taxes in Virginia
- Long-term lease arrangements and incentives available

Winchester Regional Airport is advantageous for maintenance repair and overhaul (MRO) facilities, government contractors, research and development, cargo operations, manufacturers, and charter services. **Learn more** ➔ FlyOKV.com/Advantage



Outside of the no-fly zone, amongst a growing population of 115,000+ ...

Frederick County, and its city center, Winchester, are forecast to grow 26% over the next 20 years. Join a community that is among the top 10% of Virginia localities for population growth and new jobs announced over the last decade.

115,000+
POPULATION
⬆️ 26% by 2040

90
MINUTES
to Washington D.C.



2019
FORBES
BEST SMALL PLACES
FOR BUSINESS & CAREERS
NO. 9



491 Airport Road Winchester, VA 22602
540.662.5786 | FlyOKV.com

FLY OKV

- 40 acres of build-to-suit land on airport property available
- Environmental approval from FAA/NEPA secured
- 400+ acre industrial/commercial campus adjacent to airport
- Among lowest real estate and aircraft property taxes in Virginia
- Long-term lease arrangements and incentives available

Winchester Regional Airport is advantageous for maintenance repair and overhaul (MRO) facilities, government contractors, research and development, cargo operations, manufacturers, and charter services. **Learn more** ➔ FlyOKV.com/Advantage

