



# VEDP Board of Directors Meeting

December 7, 2023

VEDP Richmond Office - 7th Floor

901 E. Cary Street

Richmond, 23219



## Meeting Book - VEDP Board of Directors Meeting - December 7, 2023

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# NOTABLE NEWS

August 21, 2023 – November 14, 2023

**#1** BF BUSINESS FACILITIES 2023  
Cybersecurity Leader in the U.S.

**#2** AREA DEVELOPMENT 2023  
Top State – Workforce Development Programs



**4,549**  
Jobs From VEDP-Assisted Project Announcements



**\$1,036.1M**  
Capital Investment From VEDP-Assisted Project Announcements



**29**  
New VEDP-Generated Leads



City of Charlottesville  
24 new jobs  
\$2.5M capital investment  
Central Virginia



Henry County  
335 new jobs  
\$155.2M capital investment  
Southern Virginia



City of Virginia Beach  
30 new jobs  
\$5.6M capital investment  
Hampton Roads



City of Suffolk  
50 new jobs  
\$22.8M capital investment  
Hampton Roads



Rockingham County  
35 new jobs  
\$19M capital investment  
Shenandoah Valley



City of Norfolk  
134 new jobs  
\$8.5M capital investment  
Hampton Roads



City of Virginia Beach  
1,000+ new jobs  
Hampton Roads



Roanoke County  
~1,100 new jobs  
\$87M capital investment  
Roanoke Region



Hanover County  
13 new jobs  
\$3M capital investment  
Greater Richmond



Bedford County  
41 new jobs  
\$10M capital investment  
Lynchburg Region



Pulaski County  
58 new jobs  
\$2M capital investment  
New River Valley



Russell County  
170 new jobs  
\$14.9M capital investment  
Southwest Virginia



Prince George County  
659 new jobs  
\$54.3M capital investment  
Virginia's Gateway Region



Fauquier County  
24 new jobs  
\$7.5M capital investment  
Northern Virginia



City of Waynesboro  
300+ new jobs  
\$200M capital investment  
Shenandoah Valley

## AGENDA

### VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP AUTHORITY MEETING OF THE BOARD OF DIRECTORS

December 7, 2023  
9:00 A.M. TO 1:00 P.M.

901 East Cary Street, Richmond, VA 23219  
James Center One, Katherine Johnson Room, 7<sup>th</sup> Floor

- |                                |  |
|--------------------------------|--|
| <b>9:00 a.m. – 9:02 a.m.</b>   | <b>Welcome/Call to Order</b> — Bill Hayter, Chair  |
| <b>9:02 a.m. – 9:03 a.m.</b>   | <b>Public Comment Period</b>   |
| <b>9:03 a.m. – 9:05 a.m.</b>   | <b>Approval of Minutes for 09/14/2023 Meeting</b>  |
| <b>9:05 a.m. – 9:12 a.m.</b>   | <b>Chair’s Report</b> — Bill Hayter, Chair   |
| <b>9:12 a.m. – 9:25 a.m.</b>   | <b>President’s Report</b> — Jason El Koubi   |
| <b>9:25 a.m. – 9:43 a.m.</b>   | <b>Guest Presentation:</b> Mark Heath, Martinsville Henry County   |
| <b>9:43 a.m. – 9:50 a.m.</b>   | <b>VEDP Staff Spotlight:</b> Courtney Owens, Incentives  |
| <b>9:50 a.m. – 9:55 a.m.</b>   | <b>Update on VEDP’s Advisory Committee on Business Development and Marketing</b> – Pace Lochte   |
| <b>9:55 a.m. – 10:05 a.m.</b>  | <b>Report: Rural Virginia Action Committee</b> — Nick Rush   |
| <b>10:05 a.m. – 10:15 a.m.</b> | <b>Report: Finance and Audit Committee</b> — Rick Harrell <ul style="list-style-type: none"><li>▪ Vote on Consent Agenda:<ul style="list-style-type: none"><li>○ Quarterly Financial Results</li><li>○ Extension Request(s)</li><li>○ Clawback Update (incl. OAG referrals)</li><li>○ FORVIS Audit Reports</li></ul></li></ul> |
| <b>10:15 a.m. – 10:25 a.m.</b> | <b>Report: Legislation and Policy Committee</b> — Marianne Radcliff  |
| <b>10:25 a.m. – 10:35 a.m.</b> | <b>VEDP Annual Staff Survey Results</b> – Stephen Hartka   |
| <b>10:25 a.m. – 12:45 p.m.</b> | <b>CLOSED SESSION: Strategic Plan Next Steps; Project Pipeline Update; Innovative Framework Update; Site Development Update; Virginia Office of Education Economics (VOEE) Update; Virginia Talent Accelerator Program Update; AI Study</b>  |
| <b>12:45 p.m. – 12:50 p.m.</b> | <b>Anticipated Topics for March 2024 Board Meeting</b>   |
| <b>12:50 p.m. – 1:00 p.m.</b>  | <b>Open Discussion (Board roundtable)</b>  |
| <b>1:00 p.m.</b>               | <b>ADJOURNMENT</b>   |

**Dates for VEDP Board meetings in 2024:**

Q1: March 6-7, 2024

Q2: June 12-13, 2024

Q3: September 18-19, 2024

Q4: December 11-12, 2024

***Note: For the date ranges above, the first day will entail Committee meetings in the afternoon, starting no earlier than noon. The full Board meeting will be held on the second day from 9:00 a.m. to 1:00 p.m.***

**Minutes**  
**Board of Directors of the Virginia Economic Development Partnership Authority**  
**September 14, 2023**  
**9:00 a.m.**

**901 East Cary Street**  
**One James Center, Board Room, 9<sup>th</sup> Floor**  
**Richmond, VA 23219**

**Welcome and Call to Order**

The meeting was called to order at 9:01 a.m. by Acting Chair John Hewa, who noted that a quorum was present.

In-Person Board Members: Carrie Chenery, Mimi Coles, Secretary Stephen Cummings, Rick Harrell, John Hewa, April Kees, Pace Lochte, Secretary Caren Merrick, Anne Oman, Marianne Radcliff, Nick Rush, Will Sessoms, and Steven Stone

Board Members Absent: Nancy Agee, Stephen Edwards, and Bill Hayter

In-Person VEDP Staff Members: Stephanie Agee, Lindsay Akers, Greg Burkart, Nicole David, David Devan, Emily Eller, Jason El Koubi, Stef Florie, Katherine Goodwin, Stephen Hartka, Chris Hughes, Heather McKay, Todd Oldham, Nicole Riley, Vickie Tilkey Lisa Wallmeyer, and Landon Webber

Virtual VEDP Staff Members: Vince Barnett and Carrie Vuori

In-Person Guests: Chris Kalafatis, Kim McKay, Eric Moeller, Kendra Shifflett, Anthony Reedy, and Secretary Bryan Slater

**Public Comment Period**

Acting Chair Hewa solicited public comments. There were none.

**Approval of Minutes for 06/08/2023 Meeting**

Acting Chair Hewa asked for approval of the minutes from the June 8, 2023, meeting. A motion was made by Mr. Rush and seconded by Ms. Radcliff and the minutes were unanimously approved as presented.

## **Acting Chair's Report**

Acting Chair Hewa thanked everyone who was able to participate in Board Committee meetings the previous day and the Board dinner the previous evening.

Acting Chair Hewa welcomed Eric Jehu and Greg Burkart for their first official Board meeting.

Acting Chair Hewa welcomed Chief Transformation Officer Eric Moeller to the meeting and thanked him for the work is doing to support economic development.

Acting Chair Hewa informed the members that Dan Clemente resigned from the Board earlier in the summer after nine years of service. Acting Chair Hewa spoke about how Mr. Clemente served during various Administrations and significant times of opportunity and change for VEDP. Acting Chair Hewa expressed his appreciation for Mr. Clemente and all he has done to support VEDP's mission over the years. Acting Chair Hewa said that Mr. Clemente wishes the entire staff and Board great success going forward. Acting Chair Hewa explained that the VEDP team will recognize Mr. Clemente with a parting gift for his service and the team is working with Joint Rules on a new appointment to the Board.

Chair Hewa spoke about the Governor's signing ceremony with respect to the budget, expected to take place later in the day today. He expressed his excitement about the significance of this budget that has been accepted by the General Assembly. He thanked the General Assembly for their confidence and investment in VEDP.

Acting Chair Hewa reviewed the proposed schedule for quarterly Board meetings in 2024. These dates are: Q1: March 6-7, 2024; Q2: June 12-13, 2024; Q3: September 18-19, 2024; and Q4: December 11-12, 2024

Acting Chair Hewa concluded his remarks by reviewing the meeting agenda, including topics that would be discussed during closed session.

## **President's Report**

Acting Chair Hewa introduced Mr. El Koubi to deliver his report.

Mr. El Koubi said it is an exciting time at VEDP. One of implementing new initiatives as well as aligning some of VEDP's traditional activities with the new direction set forth in the Innovative Framework for Economic Growth.

Mr. El Koubi reviewed top line numbers to date, including progress toward VEDP's capital investment and job creation goals.

Mr. El Koubi spoke about the International Trade team's engagement with companies and how they have expanded their goals. He said that Ms. Agee would be sharing results of the International Trade Annual Survey later in the meeting.



Mr. El Koubi reviewed VEDP's FY24 Major Initiatives and progress to date on each.

Mr. El Koubi shared notable developments since the last Board meeting in June. He emphasized what a tremendous partner Mr. Burkart has been to him since he officially joined VEDP and how his efforts and leadership are enabling much of this work to proceed.

Mr. El Koubi spoke about "no regrets" initiatives and VEDP's work with Chief Transformation Officer Eric Moeller, Secretary Cummings, and others on the Innovative Framework Steering Committee.

Mr. El Koubi shared that Virginia has secured notable improvements in key business climate rankings, including *CNBC Top States for Business* (No.2) and *Business Facilities – Customized Workforce Training* (No.1).

Mr. El Koubi spoke about the historic investment in site development as part of the budget that was recently passed by the General Assembly and will soon be signed by the Governor. Mr. El Koubi emphasized that Virginia needs to be investing at least \$100M every year to be competitive.

Mr. El Koubi explained that VEDP is in the process of revamping its performance management system, moving toward a more holistic approach with the goal of appreciating how all of the different parts of VEDP contribute to its overall goals. He added that the new system will include clear performance metrics for all employees.

Mr. El Koubi spoke about the favorable Joint Legislative Audit and Review Commission (JLARC) report on how VEDP has managed its location and expansion incentive programs.

Mr. El Koubi highlighted the great work of VEDP's Marketing & Communications team, including the recent issue of *Virginia Economic Review* and their progress on VEDP's Annual Report. Mr. El Koubi reviewed his top priorities for the next few months. He highlighted work on aligning sector teams with the overall business model; ensuring sites funding is used effectively; increased site consultant cultivation activity; VEDP's Strategic Plan revamp; the rural task force; presenting progress on the Innovative Framework and other key priorities at key partner meetings; and securing strong hires for open leadership positions.

Mr. El Koubi offered his personal thanks to the entire VEDP team. Acting Chair Hewa said there is phenomenal work going on across the organization and recognized the pace, intensity, and high expectations on VEDP and its relationship to the whole of government. Acting Chair Hewa emphasized to Mr. El Koubi the need to take good care of himself and the team.

Acting Chair Hewa thanked Mr. El Koubi for his report.

## **FY23 International Trade Annual Survey Results**

Acting Chair Hewa introduced Stephanie Agee to share the FY23 International Trade Annual Survey results.

Ms. Agee explained the purpose of the survey and reported that VEDP's International Trade team exceeded all of its top-line metrics.

Ms. Agee said for international sales that clients attributed to working with VEDP, the team is at 180% of goal, which translates to 13,123 trade-supported jobs. Ms. Agee added that enrolled companies attributed \$1.5B in export sales to VEDP programs in 2023.

Ms. Agee shared that International Trade received exceptionally high scores for the quality of its programs and services. She said that 99% of respondents said they were "extremely likely" or "likely" to recommend VEDP's Trade programs.

Ms. Agee spoke about the substantial new funding VEDP received this year to implement the International Trade Plan with a mandate to expand the number of companies served and programs. She said that it is particularly affirming for the team to see that they were able to provide the same high-quality and high-value services in a growth year.

Ms. Agee said that the survey also reveals that international sales remain an important component of company strategy for the companies surveyed.

Acting Chair Hewa congratulated Ms. Agee and the International Trade team for the terrific survey response and results.

## **Legislation and Policy Committee Report**

Legislation and Policy Committee Chair Marianne Radcliff provided an updated on the topics discussed during the Committee meeting on September 13, 2023.

Ms. Radcliff explained that the Committee reviewed outcomes from the recently amended and approved budget, which included significant increases for site development. She said the Committee also discussed the recent special election of Delegate Jed Arnold, who will have an advantage of seniority ahead of his November re-election with the incoming freshmen legislators.

Ms. Radcliff shared that during closed session, the Committee discussed VEDP's proposed budget and legislative requests. She said that given the unprecedented number of new legislators, the Committee also reviewed materials and discussed planned educational outreach to potential new legislative members.

Ms. Radcliff said that the Committee will meet again in December before the Governor announces his budget to the joint meeting of the House Appropriations, House Finance, and Senate Finance and Appropriations Committees.

Ms. Radcliff thanked Lindsay Akers for her service to VEDP and congratulated her on her new position with the Office of the Attorney General's office.

Acting Chair Hewa thanked Ms. Radcliff for her report.

### **Guest Presentation: Secretary of Labor, Bryan Slater**

Mr. El Koubi introduced Secretary Bryan Slater, stating that the Secretary is one of VEDP's closest partners. Mr. El Koubi spoke about Secretary Slater's experience as a leader in the public, private, and non-profit sectors. Mr. El Koubi explained that the Secretary is the architect of one of the great achievements in Virginia over the past couple of years, the consolidation of fragmented workforce programs into one agency, which will position Virginia for a lot of good things to come. Mr. El Koubi also introduced Deputy Secretary Anthony Reedy who was in attendance.

Secretary Slater provided an update on Virginia's labor market. He shared the good news that the Commonwealth has added 220K jobs; that the labor participation rate is up to 66.7%; the unemployment rate is down to 2.5%; Virginia has the largest number of people working today, approximately 4.5 – 4.6 M; and that the Commonwealth has seen job growth in 16 of the last 19 months

Secretary Slater said that unfortunately, businesses are still struggling to find workers. There are two people for every five available jobs, which is hamstringing growth.

Secretary Slater spoke about his approach to workforce development and establishment of the Virginia Department of Workforce Development and Advancement, which moves 14 key components of workforce development in the Commonwealth into one agency. The agency will aim to take a comprehensive and cohesive approach to evaluate what is working and what isn't working.

Secretary Slater spoke about his goals for getting the agency up and running in the next year and the timeline for achieving this goal.

Secretary Slater called this a "spiritual transition" because the budget does not exist yet. He said the budget should be created after the upcoming General Assembly session. He hopes to announce new agency leadership by September 22, 2023 and hopes to have workspace for employees to move into by next summer.

Secretary Slater spoke about the importance of the Virginia Office of Education Economics (VOEE) and working to fill the top in demand jobs and those projected to be the top jobs in he

future. He believes everyone should use the same top jobs list. He said he greatly appreciates the work VOEE does.

Secretary Slater shared his thoughts on progress with the Innovative Framework for Economic Growth. He spoke about all of the things needed for a healthy economic development ecosystem.

Board members asked several questions related to the top jobs list and how far in advance the top jobs will be projected. Mr. Oldham provided information on the sources and analysis the team is using to develop the list.

Mr. Sessoms asked if there is a focus on people coming out of the military. Secretary Slater answered that the military is part of the attraction strategy.

Secretary Slater concluded his presentation by speaking about universal licensing, the work his team is doing on that front, and their plans for the future.

Acting Chair Hewa thanked Secretary Slater for all he is doing and for his presentation.

### **Finance and Audit Committee Report**

Finance and Audit Committee Chair Rick Harrell provided an update on the topics discussed during the Committee meeting on September 13, 2023.

Mr. Harrell said that Bob Grenell presented VEDP's financial results for the twelve-month period ended June 30, 2023, which showed that all finished the fiscal year close to or below budget, with accelerated spending in the fourth quarter.

Mr. Harrell stated that the Committee received an update from Chris Kalafatis and team with FORVIS on VEDP's audit function on the status of open audit issues since the June Committee meeting. Mr. Harrell shared that all audit findings have been addressed and will be validated by FORVIS prior to the December Committee meeting.

Mr. Harrell said that Mr. Grenell presented an overview of VEDP's compliance with the Agency Risk Management and Internal Control Standards (ARMICS) state Comptroller directive, as well as an update on the proposed legislative change to not require audited financial statements as part of VEDP's annual report.

Mr. Harrell said that Chris Hughes provided an IT security update in closed session and Katherine Goodwin presented updates on incentive-related extension requests, clawback activity, annual COF progress reports, semi-annual report on incentive performance, and incentives administration policy and procedural guidelines updates.

Mr. Harrell reviewed the following consent agenda items, which were brought to the Board for a vote:

- Accept: VEDP FY23 quarterly financial results for the twelve months ended June 30, 2023

- Approve: 2 Extension Requests
  - Teal-Jones – Henry County – Sawmill and dry kiln operation – 1<sup>st</sup> extension for \$200,000 COF and \$53,600 VJIP grants
  - Total Fiber Recovery – City of Chesapeake – Recycling facility converting paper and cardboard to pulp – 1<sup>st</sup> extension for \$200,000 COF grant
- Accept: Clawback Update
  - No new items referred to the Office of Attorney General
  - No past due clawbacks
  - Four COF clawbacks requested but not yet past due
  - Eight COF clawbacks closed out since the June Board meeting
  - Four COF closeouts in process
  - No VJIP clawbacks requested
  - One data center clawback closeout in process
- Accept: Annual COF Progress Reports
  - 100% of COF progress reports expected in FY23 were received
- Accept: Semi-annual Report on Incentive Performance
- Approve: Incentives Administration Policy and Procedural Guidelines Updates
  - Update to the staff composition of the Project Review and Credit Committee (PRACC) based on organizational structure changes
  - Update to position titles throughout the document based on organizational structure changes
  - Update COF Extension Fee language to state that the 5% fee only applies to the outstanding portion of the grant that would be subject to repayment (as approved by the VEDP Board at its June 2023 meeting)
  - Update “New Teleworking Jobs” definition to reflect hybrid schedule requirements and verification thereof (as approved by the VEDP Board at its June 2023 meeting)
  - Update to include Virginia Offshore Wind Supplier Development Grant

Mr. Harrell thanked the VEDP staff for the great work reflected in the items discussed and recognized how much work has been done over the past several years to get the organization to this point.

Mr. Harrell moved to approve the consent agenda. Mr. Rush seconded the motion, and the motion was approved.

Acting Chair Hewa thanked Mr. Harrell and the staff for their care and commitment to VEDP’s financial health.

## **Rural Virginia Action Committee Report**

Rural Virginia Action Committee Chair Nick Rush provided an update on the topics discussed during the Committee meeting on September 13, 2023.

Mr. Rush explained that VEDP is working on reinstating a rural-focused group, the Taskforce for Rural Virginia Economic Growth. He said that the group will soon have a kickoff meeting and he will report on that during the next VEDP Board meeting.

Mr. Rush said that the Committee received an update from the Virginia Tobacco Region Revitalization Commission. He shared that the Commission is working several initiatives, including creating a foundation as well as funding for energy and agribusiness projects for their localities.

Mr. Rush also spoke about a presentation the Committee received from the Evolve Central Appalachia Project on their rare earth study. Mr. Rush explained that while VEDP is not involved in this project, its findings could have tremendous opportunities for Southwest Virginia and the Committee looks forward to future status updates on the project.

Acting Chair Hewa thanked Mr. Rush for his report.

The Board took a 10-minute break prior to closed session.

## **New Employee Introduction**

Ms. Wallmeyer introduced Vickie Tilkey who has joined VEDP as Executive Assistant to the Executive Vice President and the Legal division. The Board welcomed Ms. Tilkey.

## **Closed Meeting**

A motion was made by Mr. Rush and seconded by Mr. Sessoms to move into a closed meeting. The motion shown below was unanimously approved by the members.

I move that the Board convene a closed meeting to discuss:

- Specific marketing strategies pursuant to Subdivision A 50 of §2.2-3711 of the Code Virginia, which allows for the discussion of activities related to the strategic plan that would reveal to the Commonwealth's competitors for economic development projects the strategies intended to be deployed by the Commonwealth; and
- Personnel issues pursuant to Subdivision A 1 of §2.2-3711 of the Code Virginia, which allows for the discussion of the assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific employees of the Board.

Mr. El Koubi asked that VEDP staff be allowed to stay for the closed meeting for all matters, with the exception of the Personnel discussion, and Acting Chair Hewa agreed.

**Back in Open Meeting, Certification of Closed Meeting – Followed by a Roll Call vote:**

Upon the vote:	Acting Chair Hewa	Aye
	Ms. Coles	Aye
	Ms. Chenery	Aye
	Secretary Cummings	Aye
	Mr. Harrell	Aye
	Mr. Hayter	Aye
	Ms. Kees	Aye
	Ms. Lochte	Aye
	Secretary Merrick	Aye
	Ms. Oman	Aye
	Ms. Radcliff	Aye
	Mr. Rush	Aye
	Mr. Sessoms	Aye
	Mr. Stone	Aye

**Vote on Closed Session Items**

Acting Chair Hewa made a motion that the Board accept the FY24 performance goals for VEDP’s President and CEO, as discussed in closed session, pending final refinement with the Personnel Committee Chair. The motion was seconded by Mr. Rush and was unanimously approved.

**Anticipated topics for the December 2023 Board meeting**

Acting Chair Hewa shared anticipated topics for the next Board meeting and asked for additional suggestions.

Ms. Coles asked if presenter’s names can be included on VEDP staff presentations. Mr. El Koubi agreed.

**Adjournment**

There being no further business, Acting Chair Hewa adjourned the meeting at 1:01 p.m.

Respectfully submitted,

Jason El Koubi  
Secretary

# PRESIDENT'S REPORT

December 2023



# TOPICS FOR TODAY

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FY24 performance metrics to date

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FY24 Operational Plan – progress dashboard

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Notable developments since last meeting

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Top priorities for the next few months

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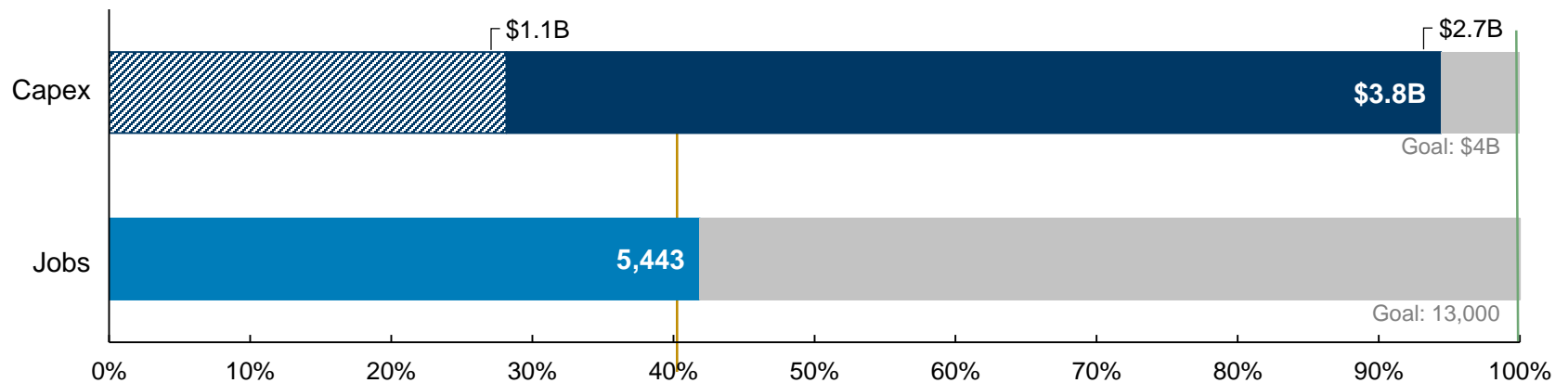
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# PROGRESS AND PIPELINE FOR VEDP-ASSISTED PROJECTS FY24 TO-DATE JULY 1, 2023 – NOVEMBER 28, 2023 (41.8% THROUGH FY24)

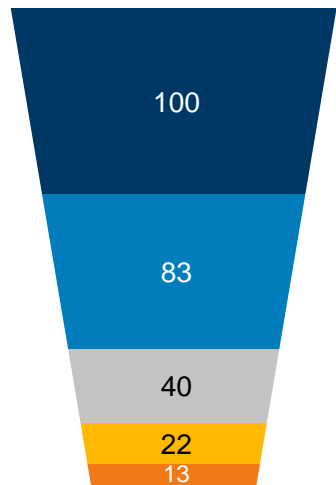
## VEDP-Assisted Project Decisions

N = 35

▨ Non-data center projects ■ Data center projects ■ Remainder to goal

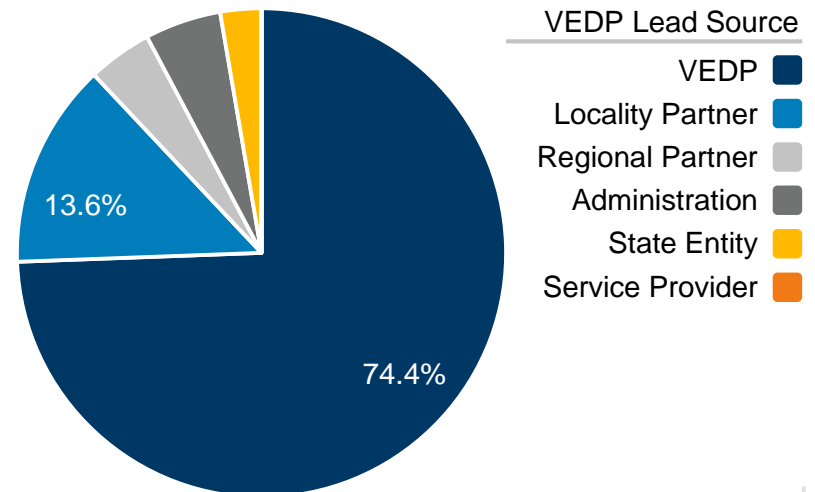


## VEDP Open Pipeline (258)



Stage	Opportunities	Jobs	Capex
Lead	100	18,053	8.7B
Info Gathering	83	21,365	53.9B
Active	40	11,686	21.4B
Proposal	22	4,085	4.7B
Pre-Announcement	13	1,293	1.2B

## % of VEDP Leads for Open Pipeline



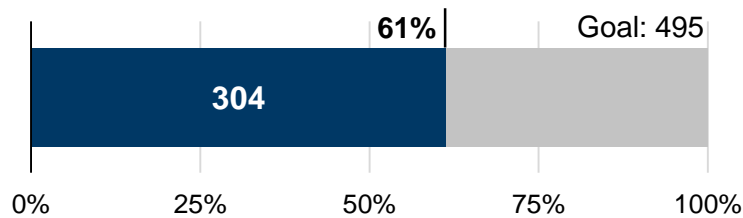
# VEDP'S INTERNATIONAL TRADE DIVISION IS ON TRACK TOWARD ITS GOAL OF ENROLLING 495 COMPANIES IN FY24

## International Trade Performance Metrics and Progress

July 1, 2023 to November 21, 2023

■ Actual ■ Remainder to goal

**Number of companies enrolled** in VEDP's trade programs



**International sales** attributed to VEDP's trade programs



**Trade-supported jobs** from companies enrolled in VEDP's trade programs



### Takeaways

**61%**

Progress toward enrolling 495 companies in the current fiscal year

**\$1.5B**

International sales attributed to VEDP's trade programs during FY23, the most recent year data is available






**13,123**

Trade-supported jobs from companies enrolled in VEDP's trade programs during FY23, the most recent year data is available

# FY24 OPERATIONAL PLAN TRACKER: MAJOR INITIATIVES (1 OF 2)






Updated Nov. 9, 2023

Highlighted row signifies comprehensive transformational effort

	Major initiative	Primary owner	Status (% complete)	Comments	Next steps
1.	<b>Implement cross-divisional Innovative Framework to deliver nation-leading economic performance</b>	Burkart (ELT)	 40%	Continued implementation of 60 cross-divisional initiatives; 97% of all initiatives are complete or on track to be completed; progress includes filling 11/14 key positions and implementing target sector structure.	Complete hiring for Advanced Materials and A&D Innovation; sector strategies version 1.0 due 12/30; fully implement new lead gen model; pressure test new operating model; finalize organizational dashboard; and roll out new individual performance management system.
2.	Build specialized sector teams to engage market stakeholders and cultivate ecosystems	Welch	 35%	Continued executing FY24 Lead Gen calendar, existing company engagement plan, and regional workshop strategy; continued meeting with target companies.	Schedule regional workshops and industry engagements; continue support for high-impact transformational projects.
3.	Execute a whole-of-government approach to economic development aligned with local and regional partners	Devan	 40%	Began implementation of 20+ “no regrets” initiatives (workplans completed for each); aggregated budget priorities across pillars.	Refine budget priorities to prepare for 2024 General Assembly session; integrate additional initiatives into the “no regrets” portfolio; transition whole-of-government work to Sector Teams.
4.	Update the Strategic Plan per Code of Virginia to reflect economic changes and new VEDP and stakeholder priorities	Devan (Watkins)	 40%	Hosted VEDA workshops and focus group sessions with partners to discuss key challenges; aligned on updates to Transformational Goals.	Develop detailed strategic plan initiatives with staff based on priorities and partner feedback.
5.	Expand real estate programs by leveraging site development funding and private sector collaboration	Dreiling	 40%	Completed updates to VBRSP guidelines; identified top sites for VBRSP and initiated economic impact review for each.	Initiating VBRSP guideline development with Dept. of Gen. Svcs., determine availability of 8 identified sites; continue mgmt. of existing VBRSP grants; continue collaborating with partners to drive site development and increase available sites across the Commonwealth.

# FY24 OPERATIONAL PLAN TRACKER: MAJOR INITIATIVES (2 OF 2)

Updated Nov. 9, 2023

	Major initiative	Primary owner	Status (% complete)	Comments	Next steps
6.	Enhance partner engagement strategies to align diverse stakeholders around a shared vision for the economy	Riley	 25%	Developed educational materials for new legislators, and have begun conducting meetings with key GA members; solicited feedback from ELT on Partner Relations Team (PRT) relaunch.	Relaunch PRT (January 2024, expected).
7.	Execute on VOEE's priority deliverables including the supply-demand dashboard and the skills initiative	McKay	 50%	Released three data dashboards on the VOEE site: Education and Workforce Alignment, Job Postings Analytics, and Post-Secondary Education; developed mock-up of new skills dashboard to be released in 2024.	Continue outreach and education on newly released dashboards; promote newly launched dashboards to a broader public audience; continue analysis of skills initiative data.
8.	Continue to build out the best customized workforce recruitment and training incentive program in the U.S.	Grundmann	 50%	Engaged in 26 new project opportunities; prepared 17 proposals; kicked-off 4 new projects.	Onboard OD Dir. & Instr. Designer; hire Talent Acquisition Dir. & Video Producer; continue building Accelerator Management Information System.
9.	Update and execute the goals and initiatives of the International Trade Plan (ITP)	Agee (Devan)	 50%	Finalized update on ITP progress and submitted to GA on 10/31; completed trade intensity data analysis.	Establish partner engagement strategy to gather input for refresh; develop and prioritize any new initiatives to be considered for ITP Refresh.
10.	Launch and implement priority components of the HR Talent Management strategy	Agee (Cox, Boone)	 35%	Closed out FY23 employee evaluation process; continued development of VEDP purpose and values; held 9 foundational classes with 45 total VEDP & VTC staff participating; launched LinkedIn Learning with 141 active learners and 54 courses completed.	Rollout new performance management system; finalize and rollout purpose and values to staff; hire and begin work with consultant to develop career frameworks for all divisions; begin search for 2024 summer interns

## NOTABLE DEVELOPMENTS SINCE OUR LAST BOARD MEETING

- Continued engagement in business development activity, including multiple large (1,000+ job) project announcements and cultivation of major opportunities in the pipeline
- Accelerated implementation of the Innovative Framework, including securing most sector team hires and advancing several initial “no regrets” initiatives through whole-of-government Steering Committee
- Advanced VEDP’s budget and legislative proposals for the 2024 General Assembly session
- Presented progress on Innovative Framework and other priorities at key partner meetings including VEDA Fall Meeting and GO Virginia Regional Council meetings
- Drafted VEDP Purpose and Values statement aligned with current VEDP organization
- Engaged in several high-profile events including the CEA Symposium, VMA’s International Trade Symposium, Governor’s Summit on Rural Prosperity, and Governor’s Transportation Conference
- Participated in high-impact site consultant cultivation events including Site Selectors Guild in New Orleans (October) and Area Development’s Consultant’s Forum in Scottsdale (November)
- Published Q3 2023 issue of Virginia Economic Review “The Big Q” which features a deep dive into the emerging industry of quantum computing
- Released VEDP’s FY23 Annual Report covering key activities and accomplishments
- Completed initial phases of Strategic Planning process on time with strong overall alignment
- Analyzed annual staff survey results, indicating high staff satisfaction amidst significant org changes
- Secured top candidate (Anita Begnaud) as Vice President of Marketing & Communications

## TOP PRIORITIES FOR THE NEXT FEW MONTHS

- Aggressive cultivation of several high-impact economic development projects as well as focused lead generation in new Innovative Framework operating model
- Continued implementation of the Innovative Framework for Economic Growth and whole-of-government approach, including hiring for remaining positions
- Strong execution on new site development funding, including current VBRSP grant round (\$125M) and implementation of site acquisition fund
- Additional VEDP/economic development briefings for new and returning General Assembly members
- Advancing budget and legislative proposals for the upcoming General Assembly session
- Refresh of VEDP Strategic Plan, including related Taskforce for Rural Virginia Economic Growth, to prioritize economic development initiatives for next few years
- Completion of analysis/recommendations on Artificial Intelligence per GGY Executive Directive No. 5
- Continued strong execution of newly funded activities including International Trade Plan; Virginia Talent Accelerator Program; and Virginia Office of Education Economics (VOEE)
- VEDP Q4 Quarterly All-Staff Meeting (12/18), incl. key takeaways and action items from staff survey

**THANK YOU**



# STAFF SPOTLIGHT



**Courtney Owens**

Senior Data Manager, Incentives

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804.545.5731



VEDP Staff

# 2023 VEDP STAFF SURVEY: RECAP OF RESULTS

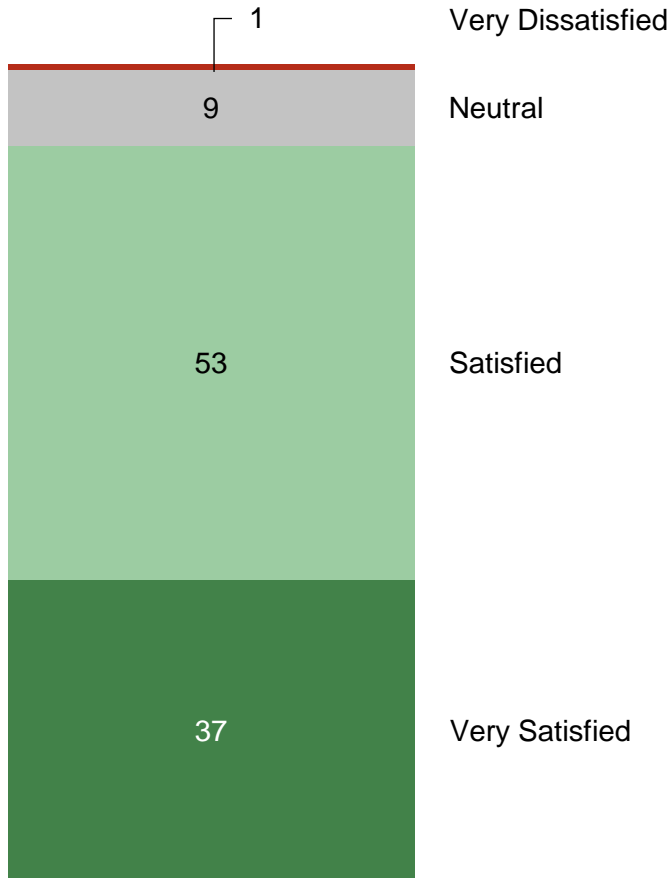
November 2023

## 2023 VEDP STAFF SURVEY METHODOLOGY

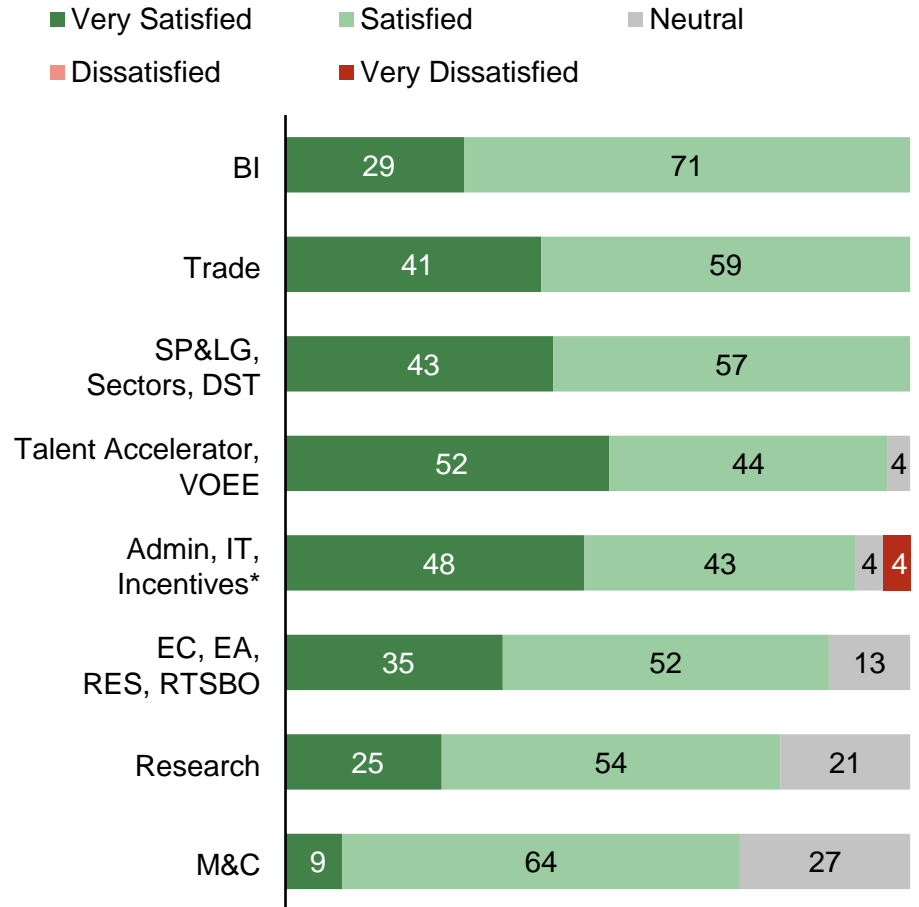
- A total of 167 VEDP employees participated in the survey, representing an 86% response rate (91% of staff completed the entire survey)
- Results shown for each question do not include the responses of those who selected “Not Applicable” as an answer or did not respond to the question
- Some divisions are grouped due to the small number of responses from those divisions:
  - Strategic Projects & Lead Generation, Sector Teams (Knowledge Work, Manufacturing, and Logistics), and Deal Support Team
  - Economic Competitiveness, External Affairs, Real Estate Solutions, and Regional Talent Solutions and Business Outreach (RTSBO)
  - Executive Office, Fiscal and Support Services, Legal, Human Resources, Information Technology, and Incentives
  - Talent Accelerator and Virginia Office of Education Economics (VOEE)
- The survey was administered October 3-17, 2023, and was sent to both salaried and wage employees

# OVERALL SATISFACTION WITH EMPLOYMENT AT VEDP IS HIGH, WITH SOME VARIATION ACROSS DIVISIONS

**Overall satisfaction with employment at VEDP**  
Question 24, % respondents, N=152



**Overall satisfaction with employment at VEDP, by division**  
Satisfaction by division, % respondents

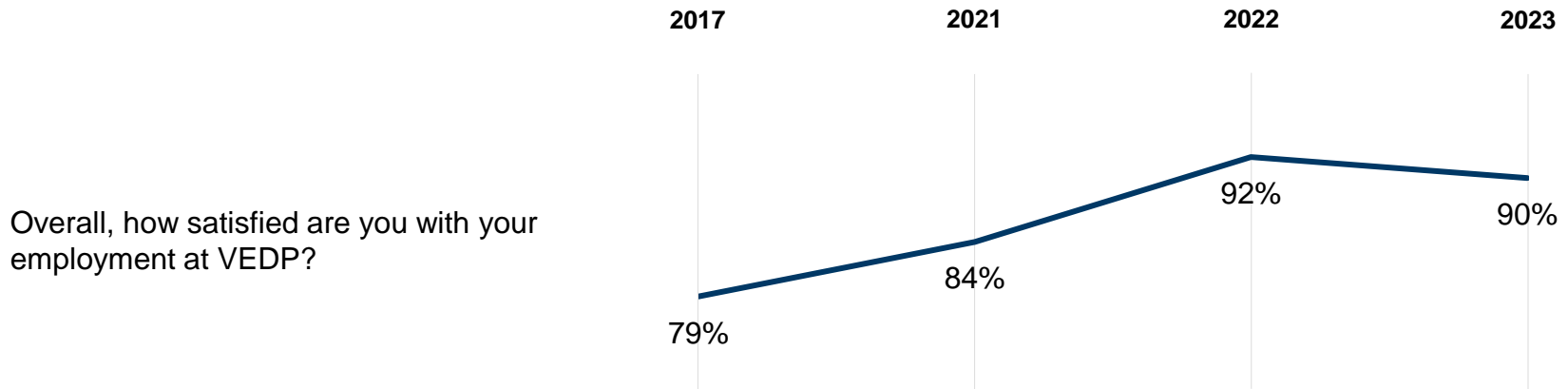


\*Executive Office, Fiscal and Support Services, Legal, Human Resources, Information Technology, and Incentives  
Source: 2023 VEDP staff survey

# OVERALL SATISFACTION WITH EMPLOYMENT AT VEDP REMAINS HIGH, REPRESENTING A SIGNIFICANT IMPROVEMENT FROM 2017

## Trends in satisfaction with employment at VEDP 2017-2023 agreement<sup>1</sup> levels, % respondents

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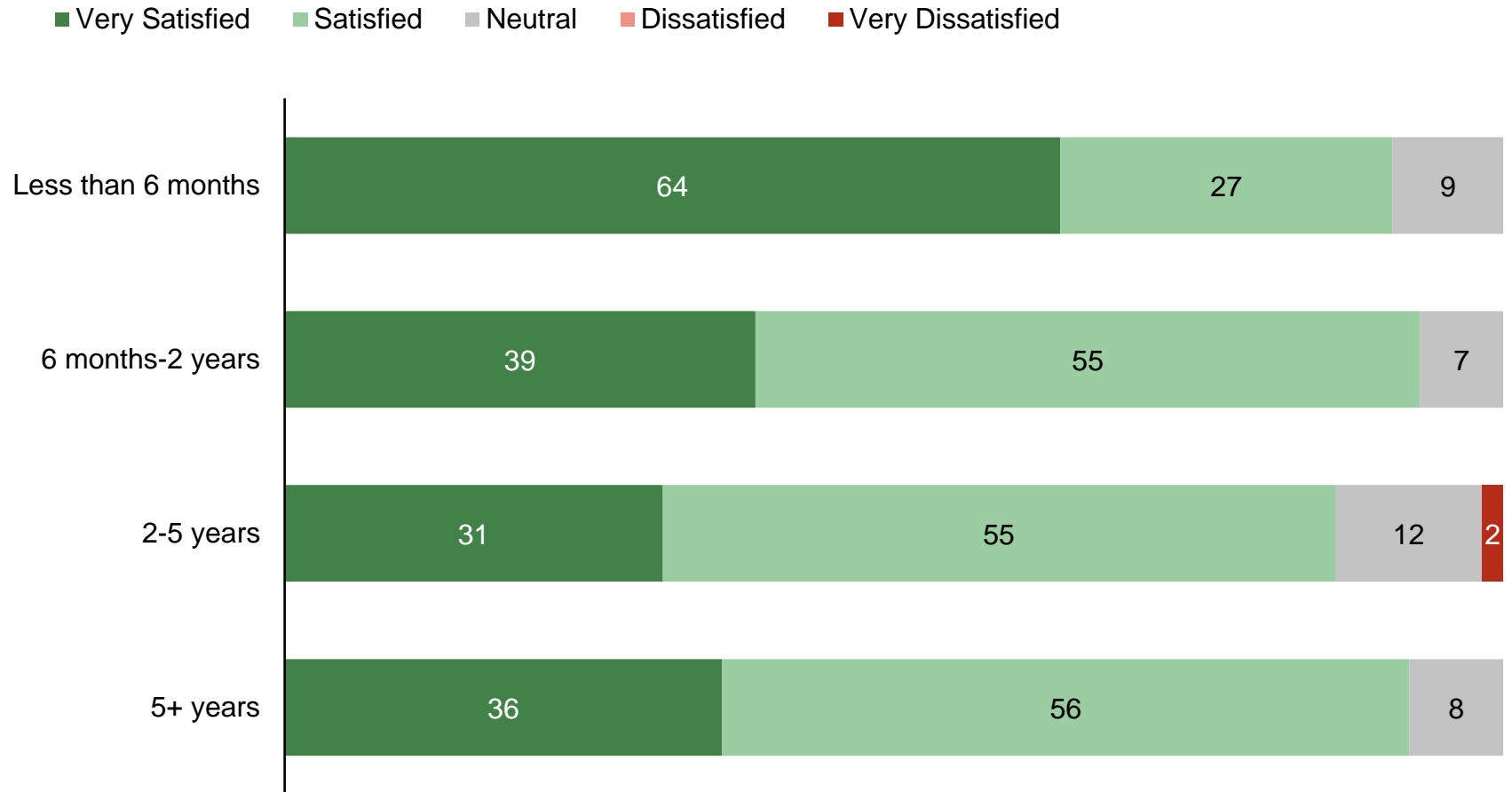


<sup>1</sup>Combines “satisfied” and “very satisfied” responses  
Source: 2023, 2022, 2021, and 2017 VEDP staff surveys

# EMPLOYMENT SATISFACTION FLUCTUATES SOMEWHAT BASED ON TENURE

## Satisfaction with employment at VEDP

Satisfaction by tenure, % respondents

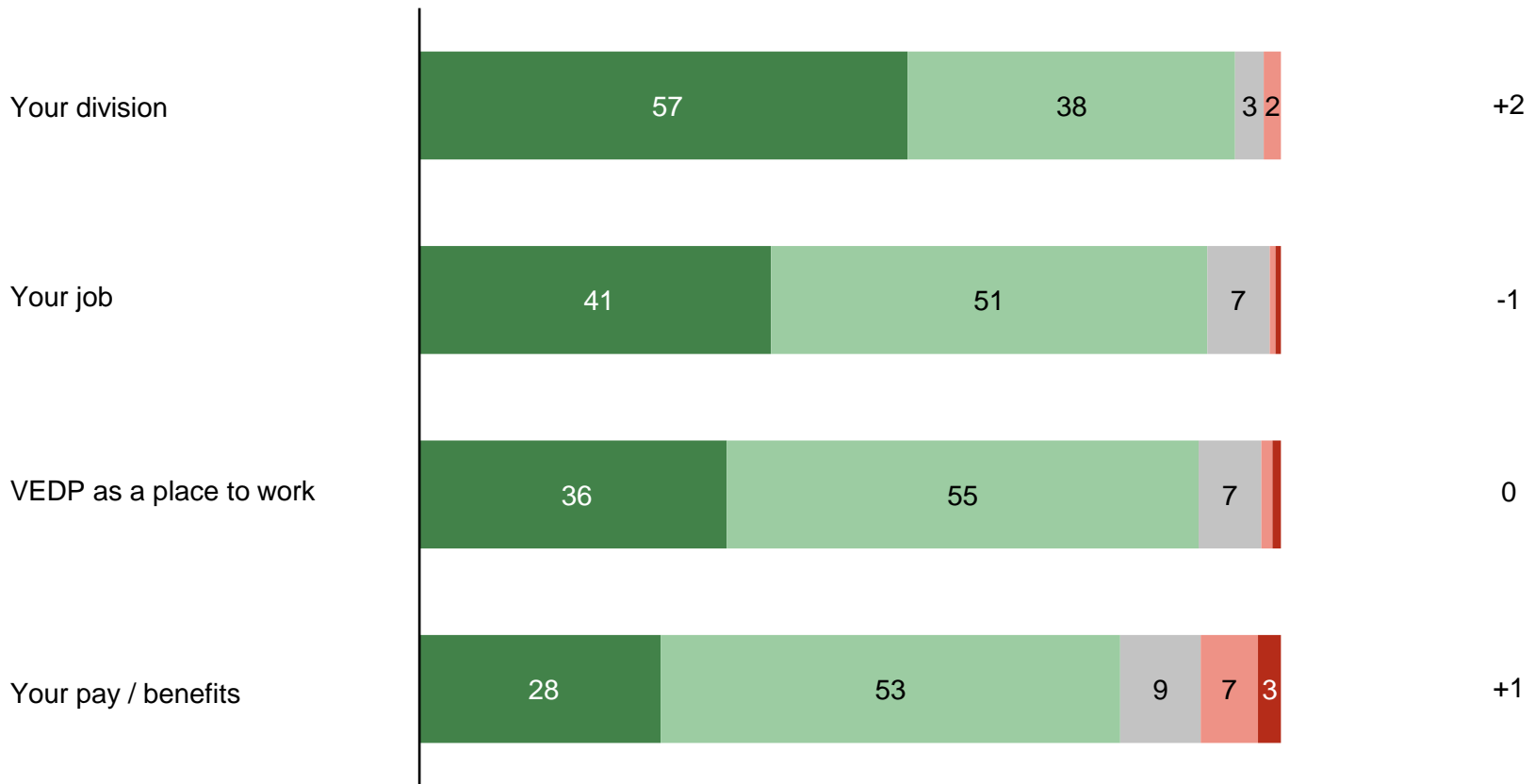


# ASPECTS OF SATISFACTION WITH EMPLOYMENT AT VEDP

**Satisfaction with specific aspects of employment at VEDP**  
 Question 21, % respondents, N=152

**Change in satisfaction<sup>1</sup> vs. 2022**

■ Very satisfied ■ Satisfied ■ Neutral ■ Dissatisfied ■ Very dissatisfied



<sup>1</sup>Combines “satisfied” and “very satisfied” responses  
 Source: 2023 VEDP staff survey

# 2023 VEDP STAFF SURVEY TOPICS

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## Collaboration

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Organizational structure

---

Communication

---

Leadership and engagement

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Professional development and training

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D&I advancement

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# JUST 62% OF RESPONDENTS ARE SATISFIED OR VERY SATISFIED WITH OVERALL CROSS-DIVISIONAL COLLABORATION

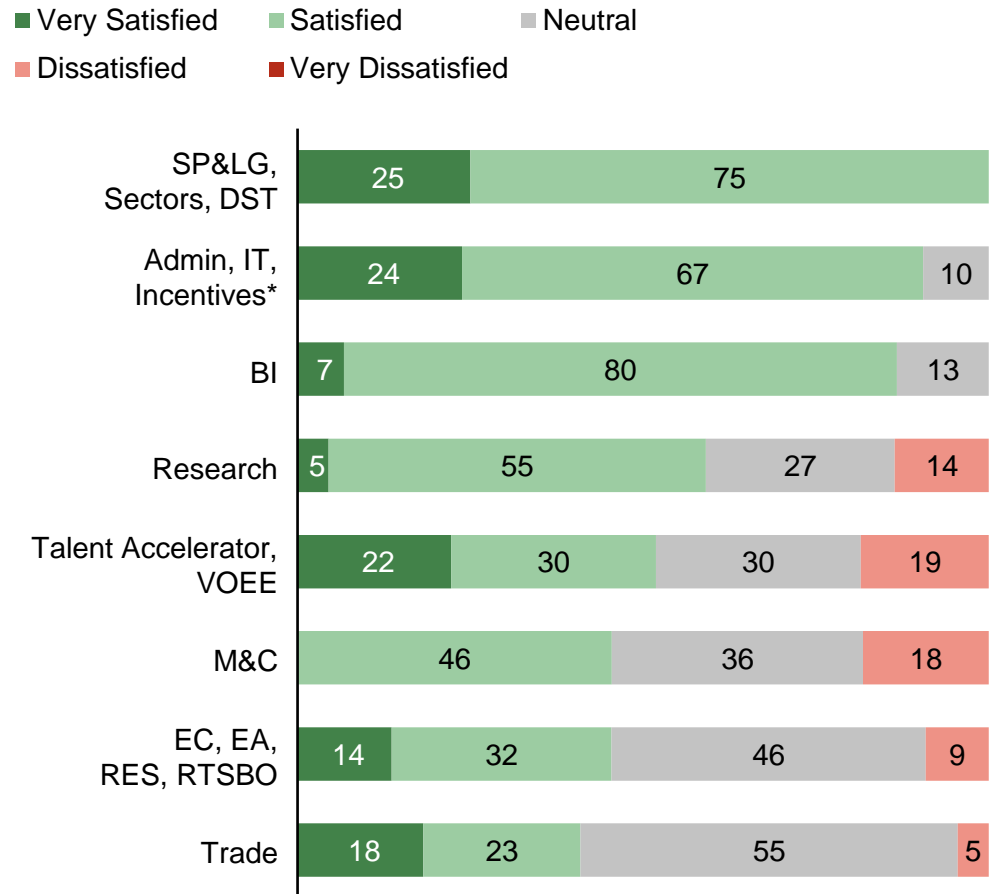
## Overall satisfaction with cross-divisional collaboration

Question 7, % respondents, N=151



## Overall satisfaction with cross-divisional collaboration, by division

Question 7, % respondents



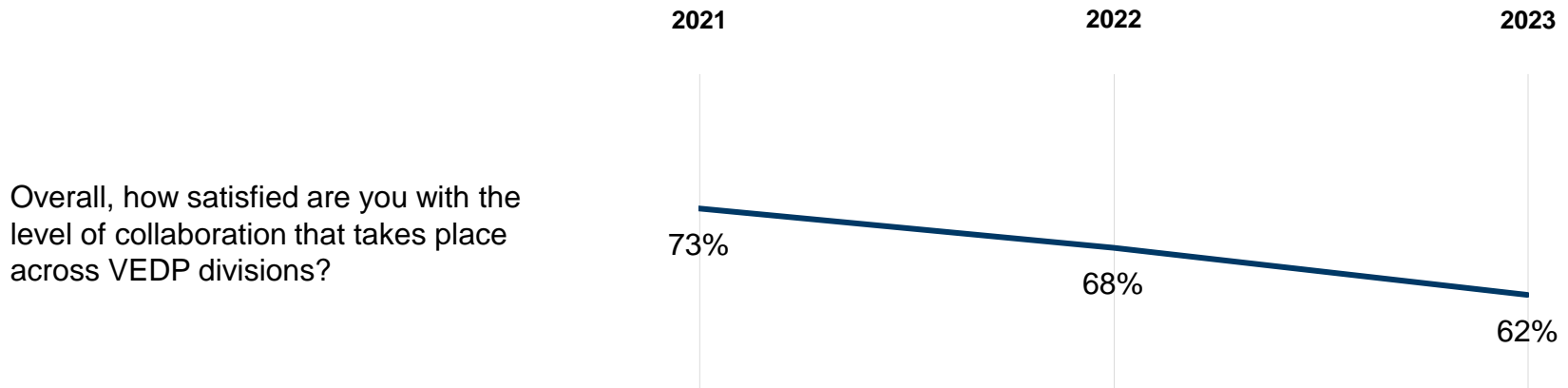
\*Executive Office, Fiscal and Support Services, Legal, Human Resources, Information Technology, and Incentives

Source: 2023 VEDP staff survey

# OVERALL SATISFACTION WITH CROSS-DIVISIONAL COLLABORATION HAS TRENDED DOWNWARDS SINCE 2021

**Trends in satisfaction with cross-divisional collaboration**  
2021-2022 agreement<sup>1</sup> levels, % respondents

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Note: Question was not asked as part of the 2017 staff survey

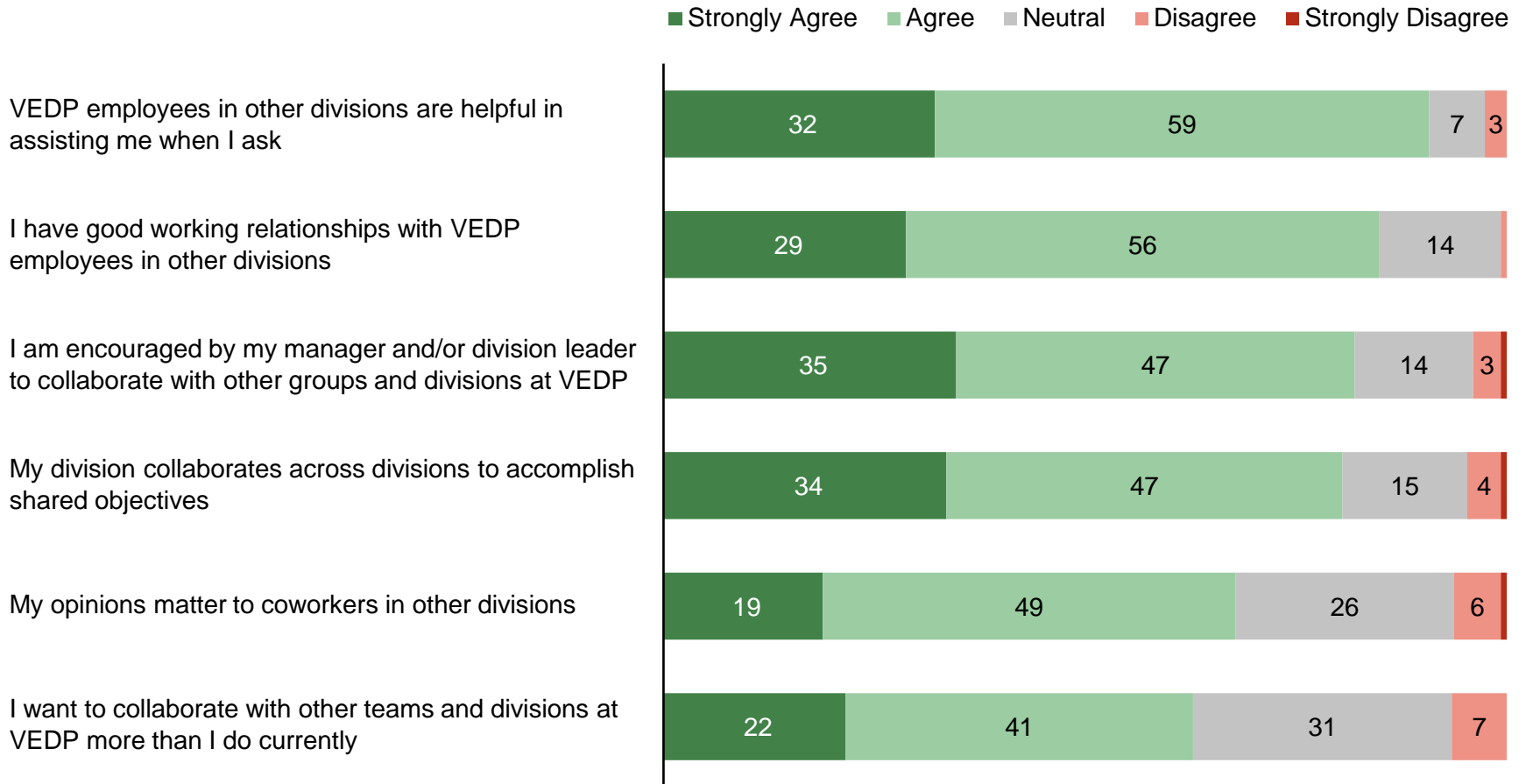
<sup>1</sup>Combines “satisfied” and “very satisfied” responses

Source: 2023, 2022, 2021, and 2017 VEDP staff surveys

# ASPECTS OF CROSS-DIVISIONAL COLLABORATION

## Satisfaction with specific aspects of cross-divisional collaboration

Question 6, % respondents, N=157



# THEMES FROM OPEN-ENDED RESPONSES REGARDING COLLABORATION ACROSS DIVISIONS AT VEDP

Frequency of major themes regarding collaboration across divisions and how to improve  
Question 9, N=40 responses containing 58 comments

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- General positive comments about collaboration (14)
- Need better knowledge of work of other teams (7)
- Clear leadership is needed / lacking (6)
- Improve communication (5)
- Uneven collaboration (4)
- Workload / capacity (3)
- Need more proactive collaboration (3)
- Duplication of work exists (3)
- Other comments (5)

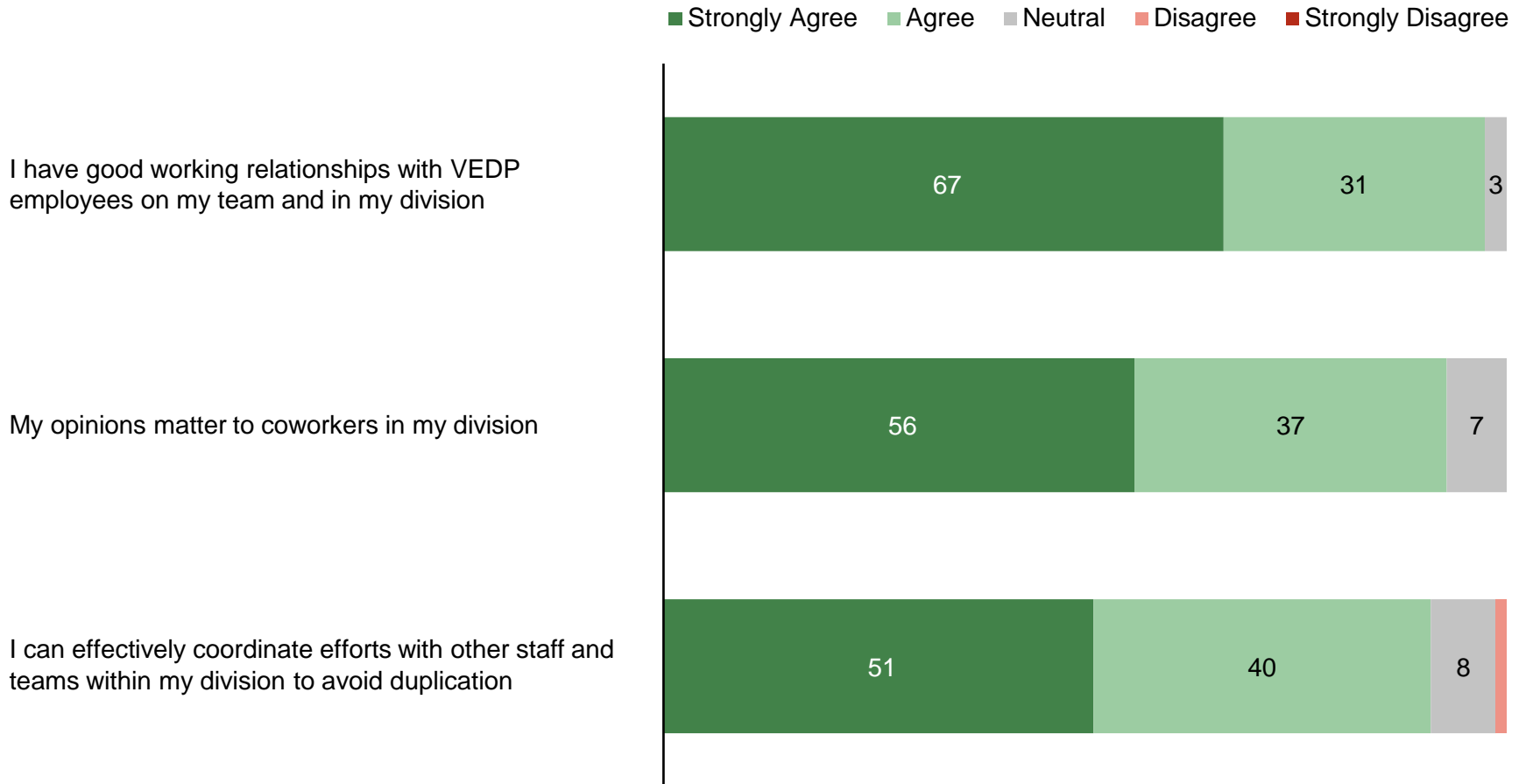
Note: Themes are listed only if three (3) or more respondents made a similar comment. Some responses contained comments pertaining to more than one theme.

Source: 2023 VEDP staff survey

# VAST MAJORITY OF RESPONDENTS AGREE OR STRONGLY AGREE THAT COLLABORATION WITHIN DIVISIONS IS EFFECTIVE

## Satisfaction with specific aspects of collaboration within divisions

Question 8, % respondents, N=155



# 2023 VEDP STAFF SURVEY TOPICS

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Collaboration

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**Organizational structure**

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Communication

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Leadership and engagement

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Professional development and training

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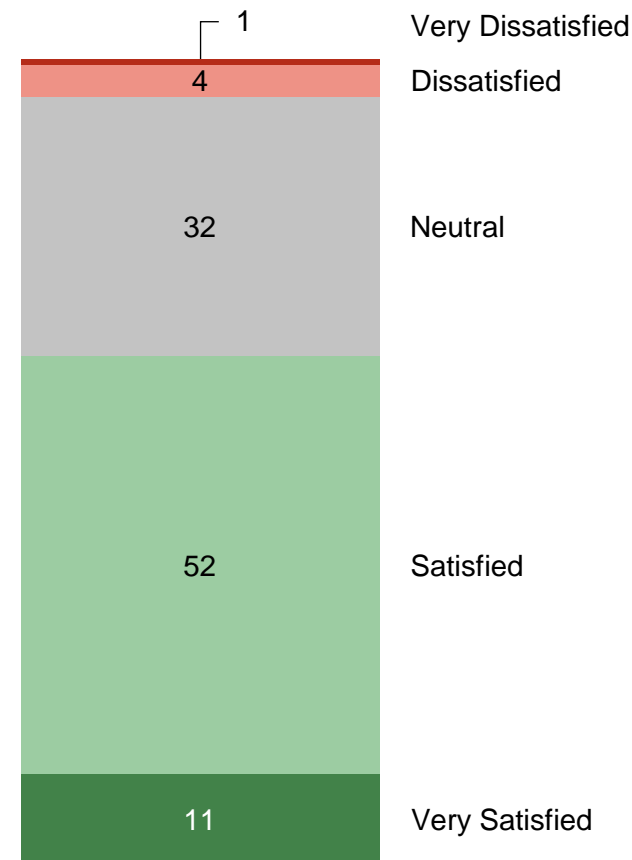
D&I advancement

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# ONLY 63% OF STAFF REPORT SATISFACTION WITH VEDP'S ORGANIZATIONAL STRUCTURE

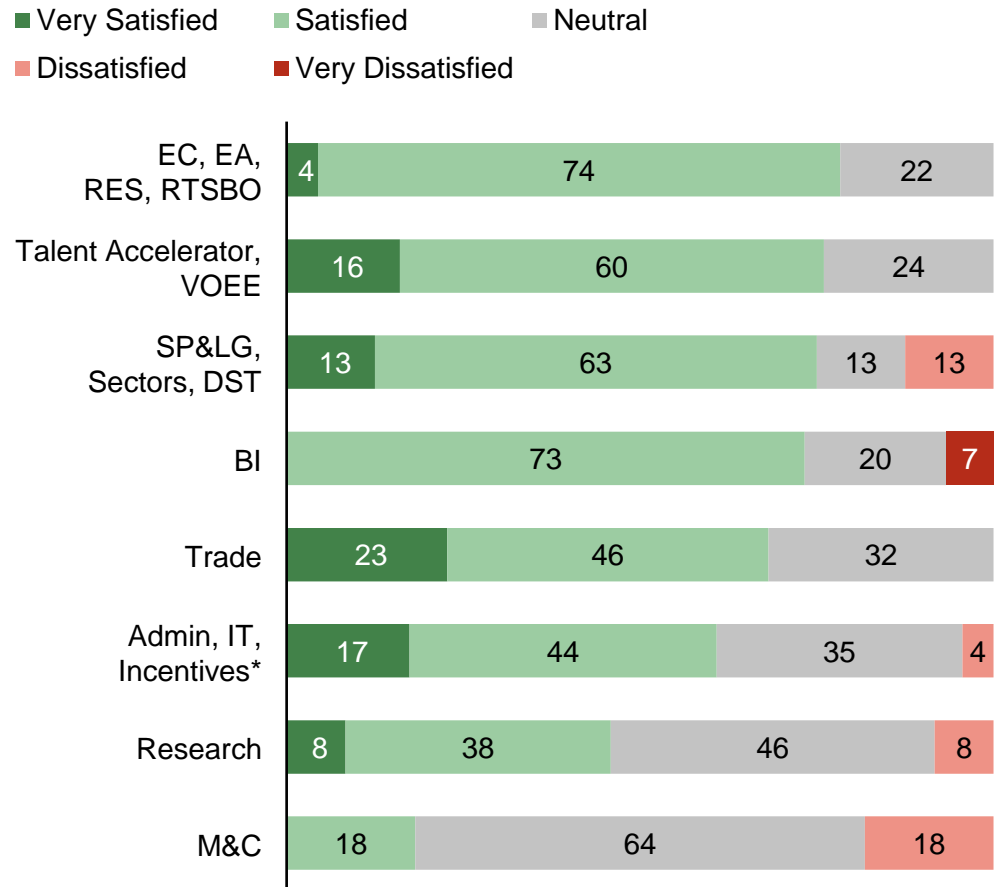
## Overall satisfaction with VEDP's organizational structure

Question 11, % respondents, N=155



## Overall satisfaction with VEDP's organizational structure, by division

Question 11, % respondents



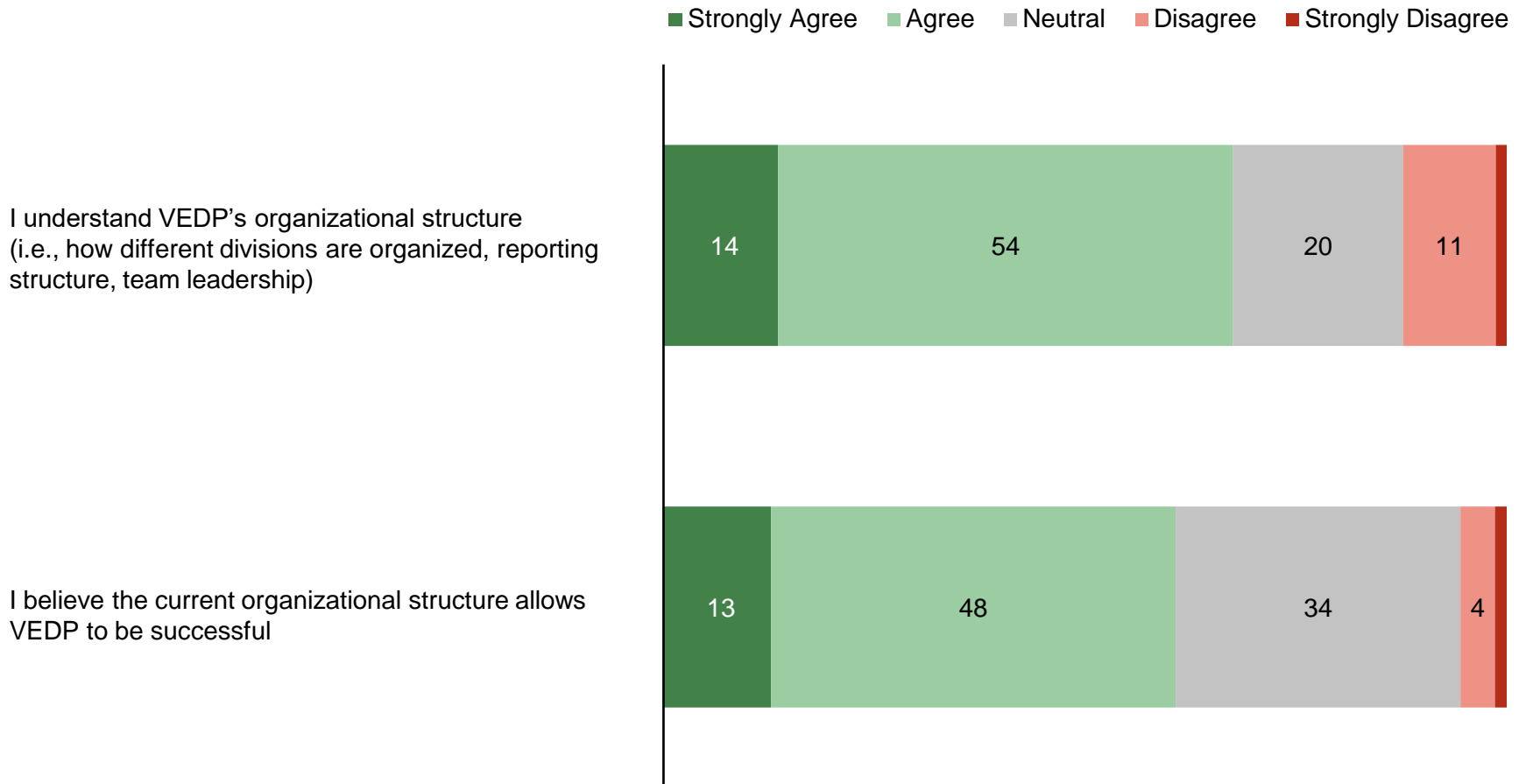
\*Executive Office, Fiscal and Support Services, Legal, Human Resources, Information Technology, and Incentives

Source: 2023 VEDP staff survey

# ONLY 68% OF STAFF REPORT UNDERSTANDING VEDP'S CURRENT ORGANIZATIONAL STRUCTURE

## Satisfaction with specific aspects of VEDP's organizational structure

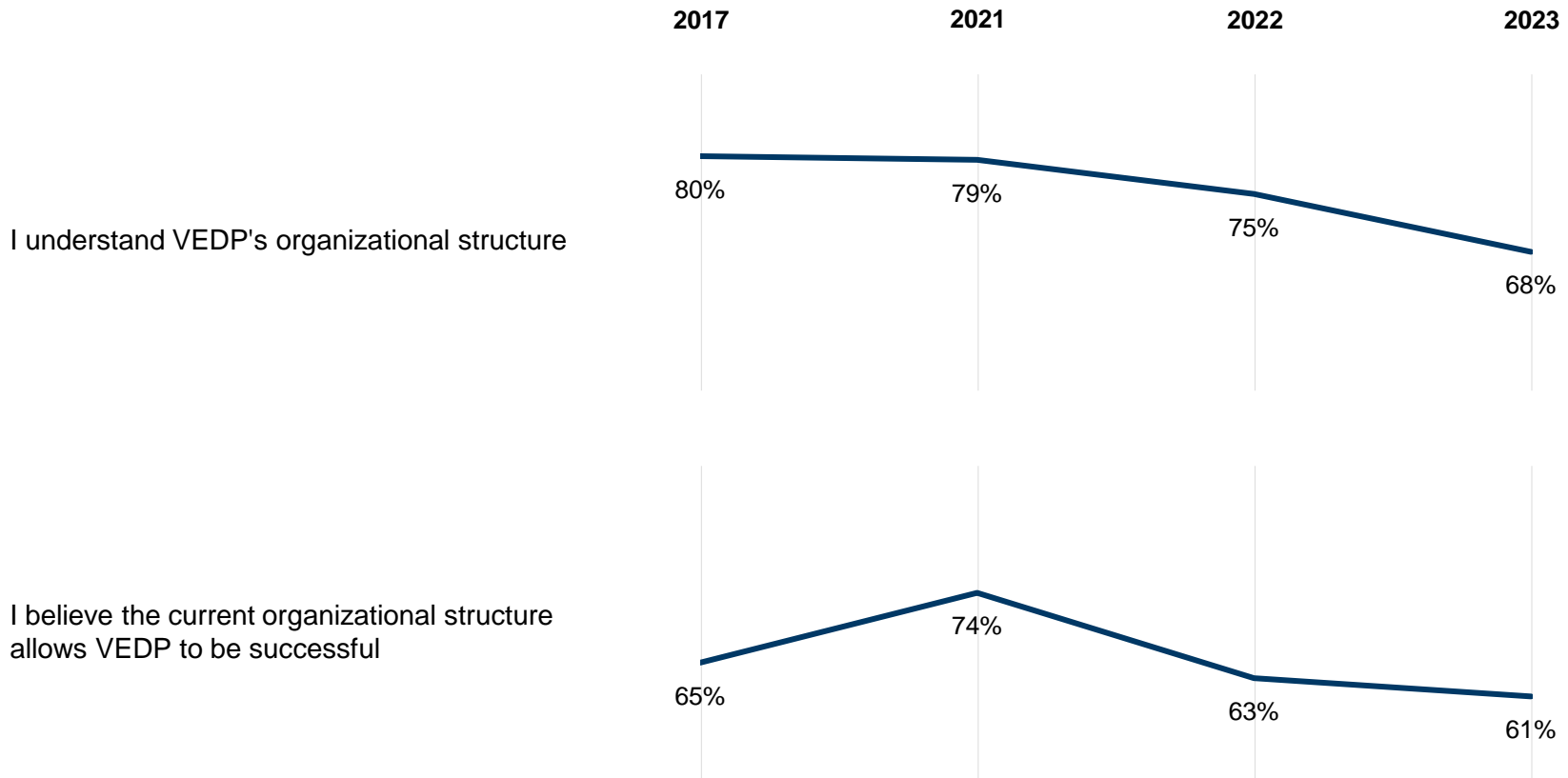
Question 10, % respondents, N=155





# SATISFACTION WITH SPECIFIC ASPECTS OF ORGANIZATIONAL STRUCTURE HAS DECREASED COMPARED TO PREVIOUS SURVEYS

Trends in satisfaction with specific aspects of VEDP's organizational structure  
2017-2023 agreement<sup>1</sup> levels; % respondents



<sup>1</sup>Combines “satisfied” and “very satisfied” responses  
Source: 2023, 2022, 2021, and 2017 VEDP staff surveys

# THEMES FROM OPEN-ENDED RESPONSES REGARDING VEDP'S ORGANIZATIONAL STRUCTURE

Frequency of major themes regarding VEDP's organizational structure and how to improve  
Question 12, N=39 responses containing 39 comments

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- Lack of knowledge / do not understand organizational structure (10)
- Too soon to tell given how recent the reorganization was (8)
- Concerns with the reorganization, especially citing silos (6)
- General positive comments about organizational structure (3)
- Other (5)

Note: Themes are listed only if three (3) or more respondents made a similar comment. Some responses contained comments pertaining to more than one theme.

Source: 2023 VEDP staff survey

# 2023 VEDP STAFF SURVEY TOPICS

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Collaboration

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Organizational structure

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## Communication

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Leadership and engagement

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Professional development and training

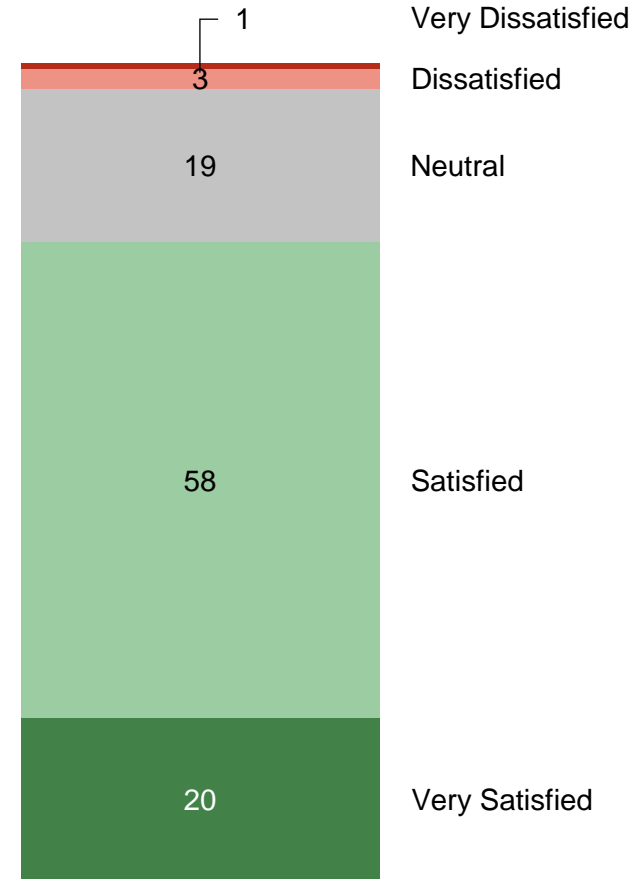
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D&I advancement

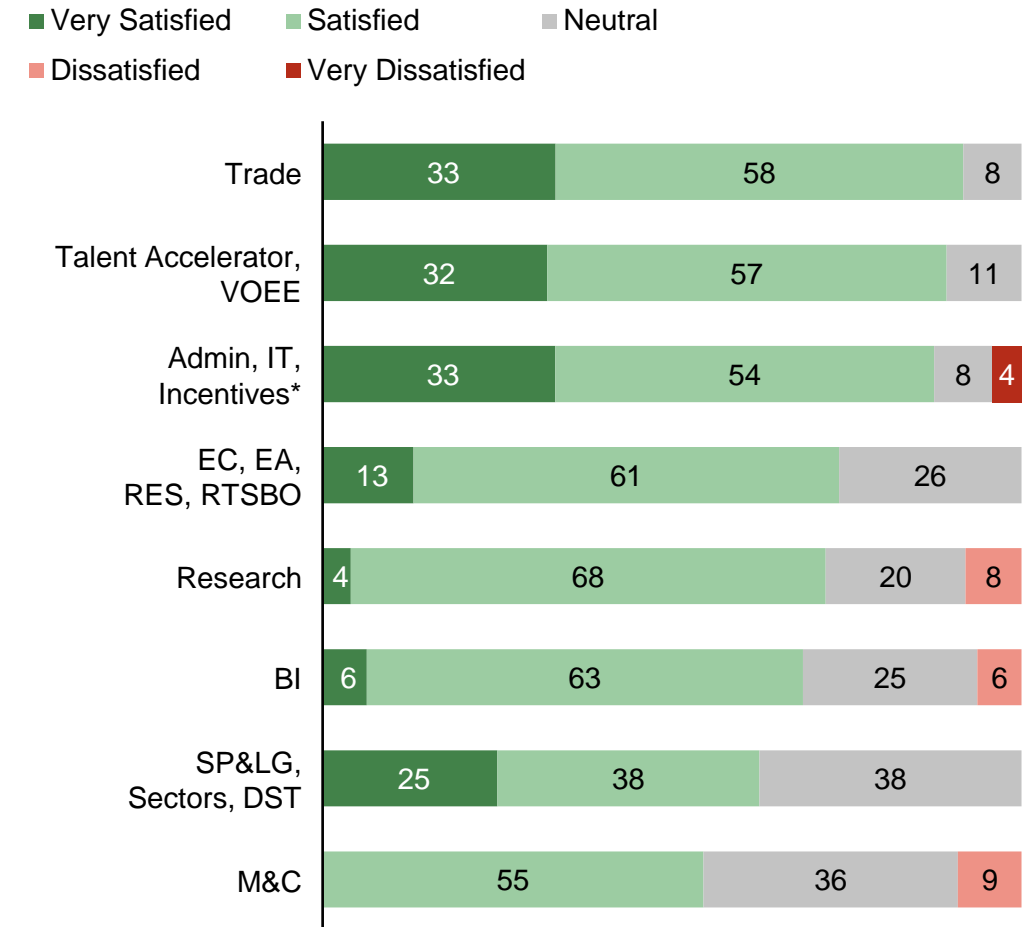
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# NEARLY 80% OF RESPONDENTS ARE SATISFIED OR VERY SATISFIED OVERALL WITH COMMUNICATION, VARYING AMONG DIVISIONS

**Overall satisfaction with communication**  
Question 4, % respondents, N=160



**Overall satisfaction with communication, by division**  
Question 4, % respondents

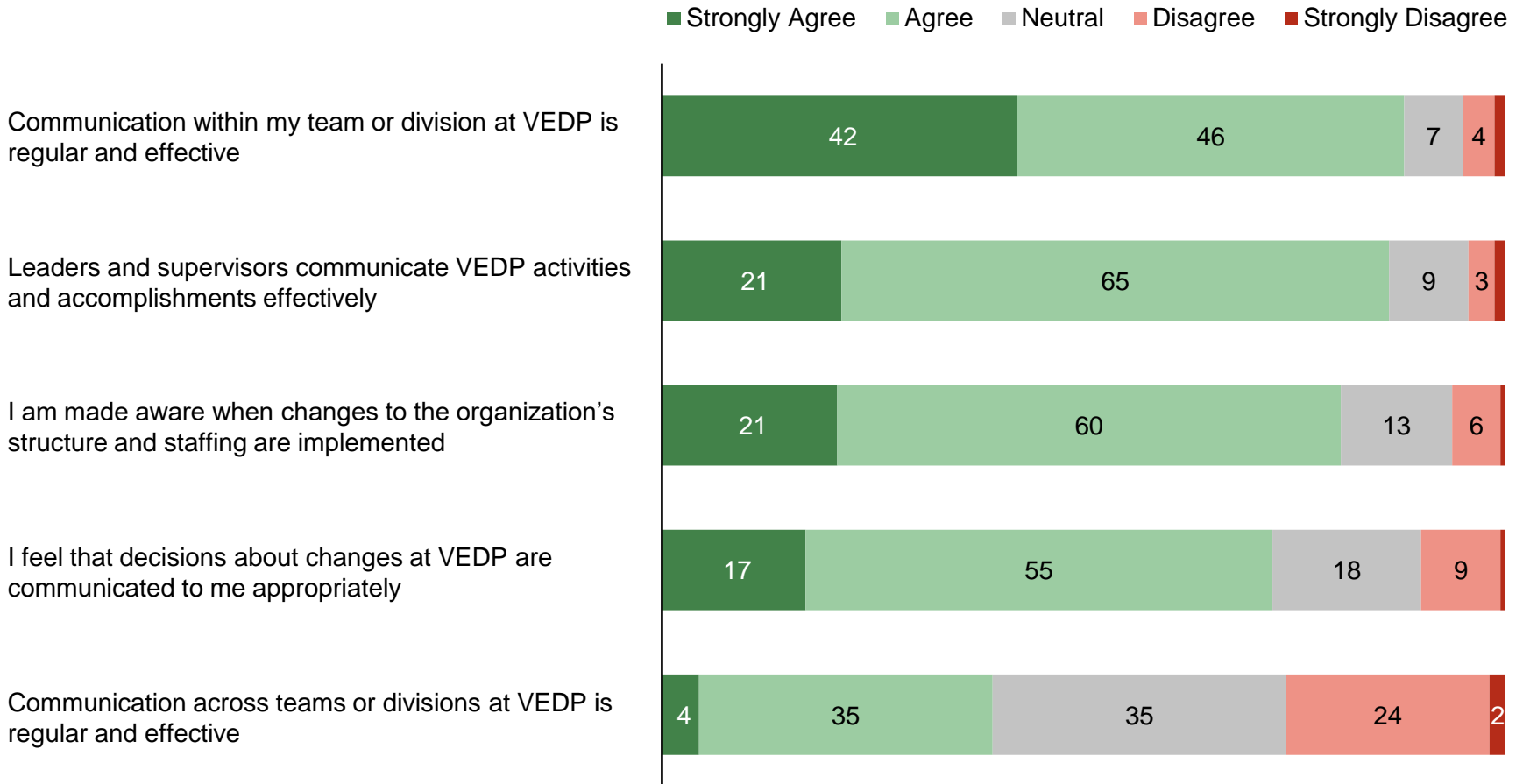


\*Executive Office, Fiscal and Support Services, Legal, Human Resources, Information Technology, and Incentives  
Source: 2023 VEDP staff survey

# COMMUNICATION OF VARIOUS TOPICS AT VEDP

## Satisfaction with specific aspects of communication

Question 3, % respondents, N=160



# THEMES FROM OPEN-ENDED RESPONSES REGARDING COMMUNICATION

**Frequency of major themes regarding communication and how to improve**  
Question 5, N=50 responses containing 67 comments

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- Issues with communication across divisions / understanding of other divisions on-going work (16)
- General positive comments about communication (14)
- Lack of adequate communication (10)
- Need for greater consistency of communication (5)
- Too much communication making it difficult to digest / redundant communication (4)
- Other (4)

Note: Themes are listed only if three (3) or more respondents made a similar comment. Some responses contained comments pertaining to more than one theme.

Source: 2023 VEDP staff survey

# 2023 VEDP STAFF SURVEY TOPICS

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Collaboration

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Organizational structure

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Communication

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**Leadership and engagement**

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Professional development and training

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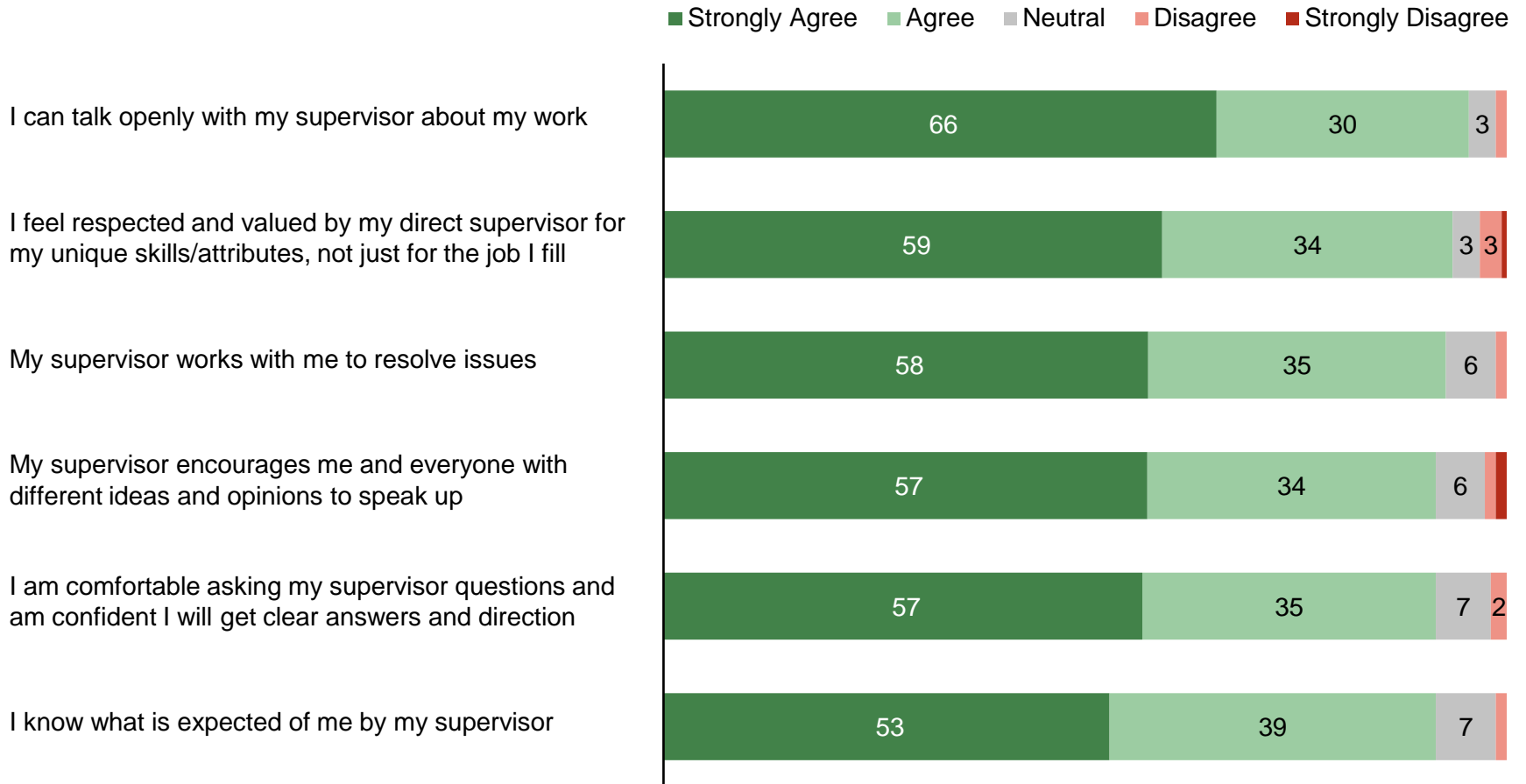
D&I advancement

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# ASPECTS OF LEADERSHIP AND EMPLOYEE ENGAGEMENT (1 OF 2)

## Satisfaction with specific aspects of leadership and employee engagement

Question 13, % respondents, N=155

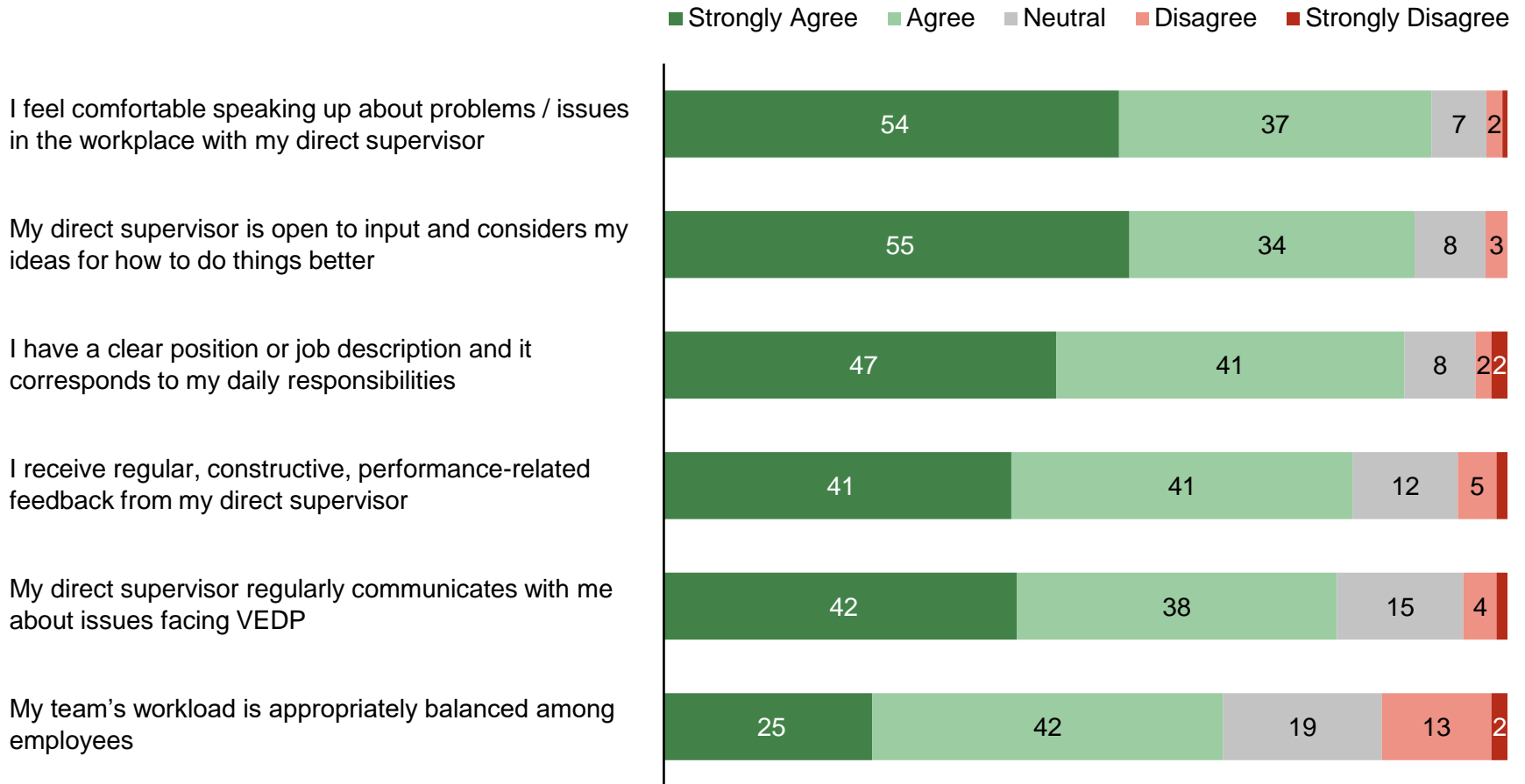




# ASPECTS OF LEADERSHIP AND EMPLOYEE ENGAGEMENT (2 OF 2)

## Satisfaction with specific aspects of leadership and employee engagement

Question 13, % respondents, N=155



# 2023 VEDP STAFF SURVEY TOPICS

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Collaboration

---

Organizational structure

---

Communication

---

Leadership and engagement

---

**Professional development and training**

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D&I advancement

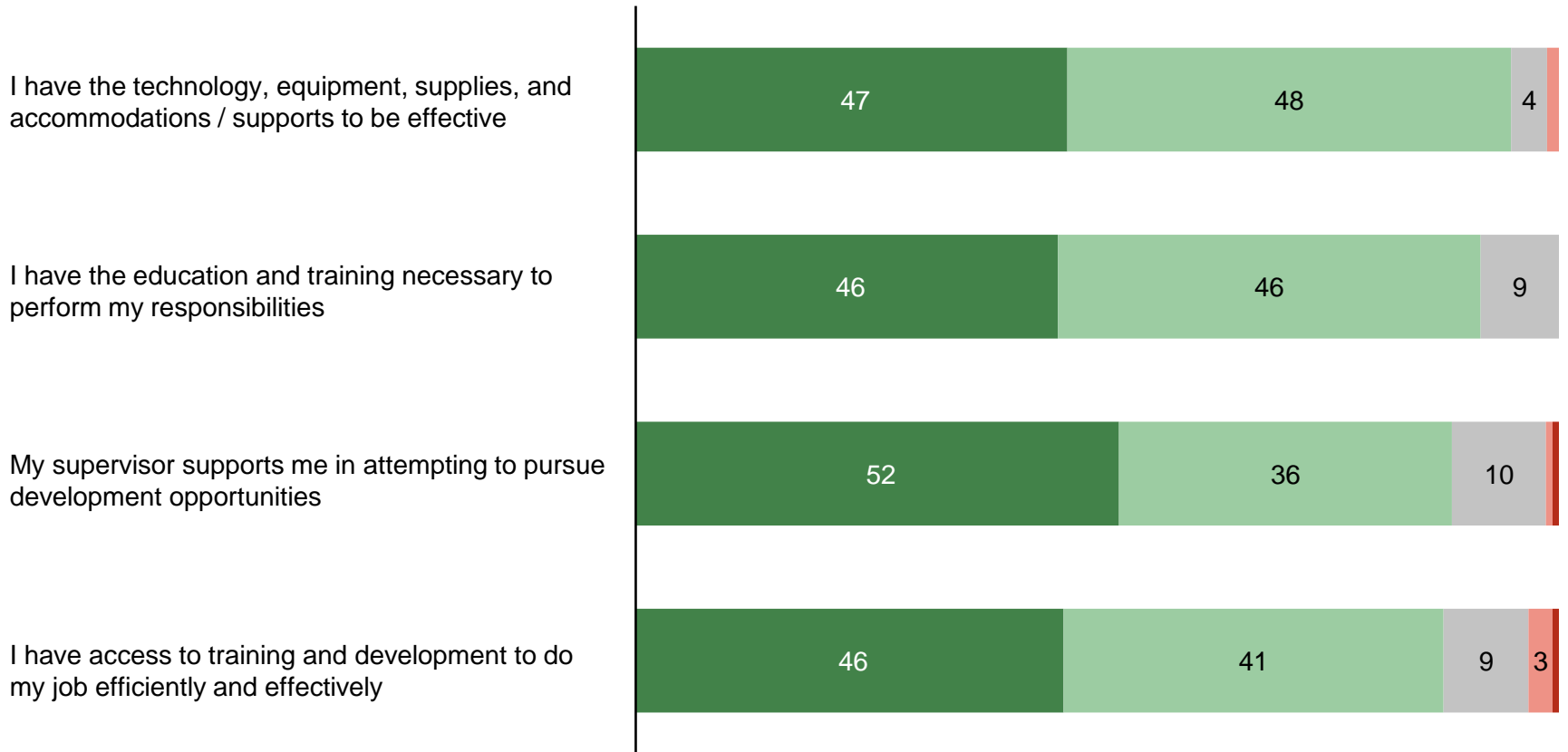
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# ASPECTS OF PROFESSIONAL DEVELOPMENT AND TRAINING (1 OF 2)

## Satisfaction with specific aspects of professional development and training

Question 15, % respondents, N=154

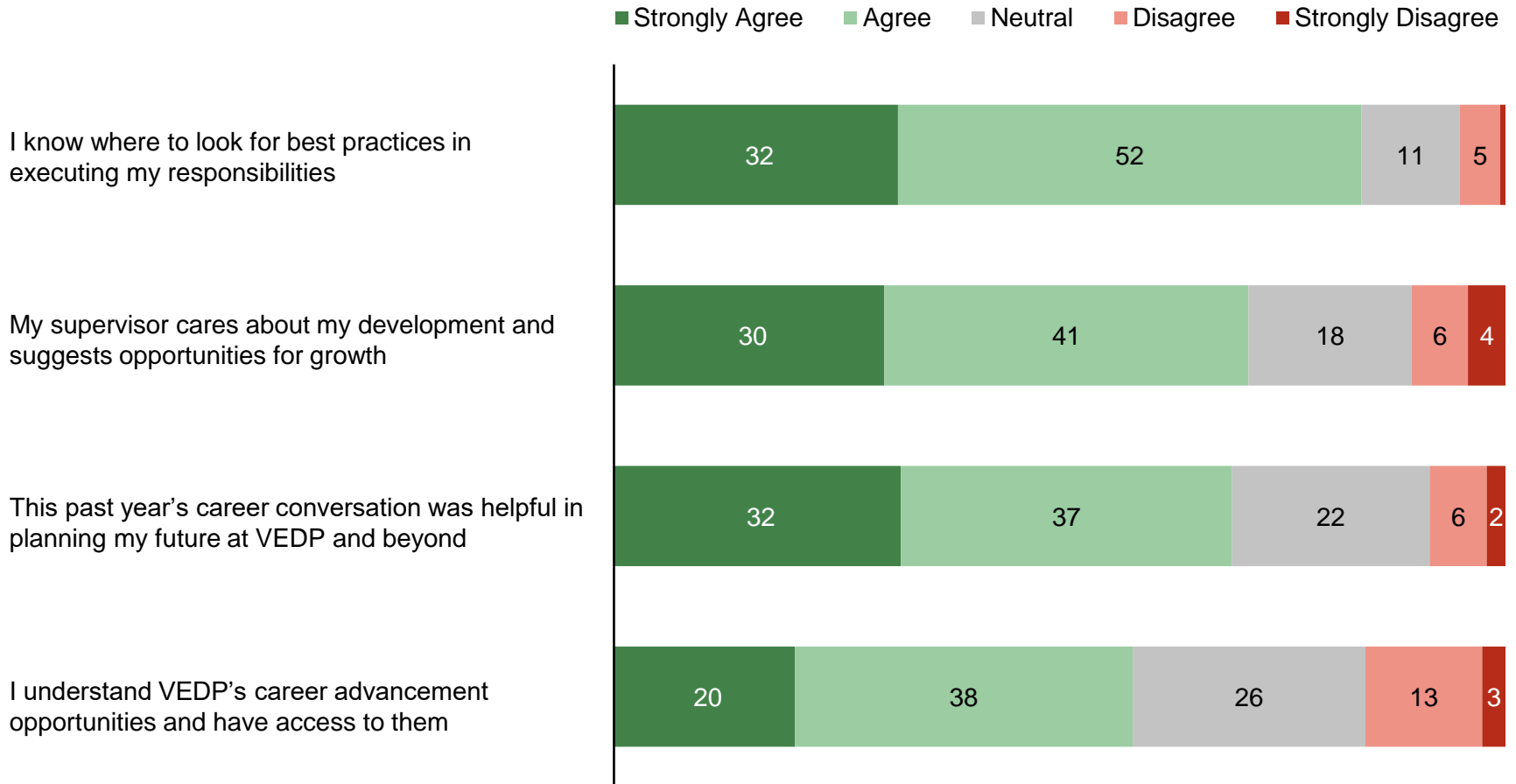
■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree



# ASPECTS OF PROFESSIONAL DEVELOPMENT AND TRAINING (2 OF 2)

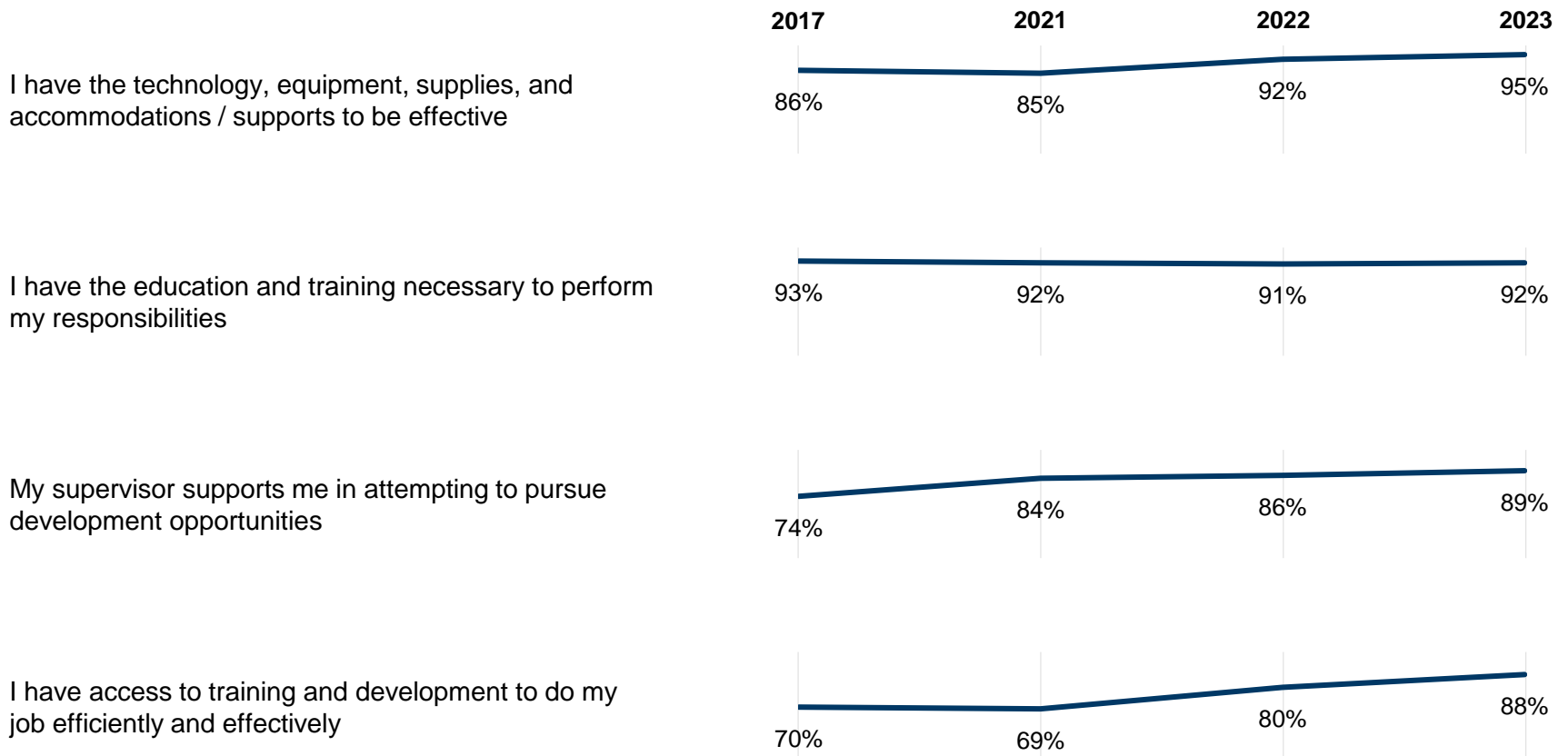
## Satisfaction with specific aspects of professional development and training

Question 15, % respondents, N=154



# SATISFACTION HAS INCREASED WITH NEARLY ALL ASPECTS OF PROFESSIONAL DEVELOPMENT AND TRAINING SINCE 2021 (1 OF 2)

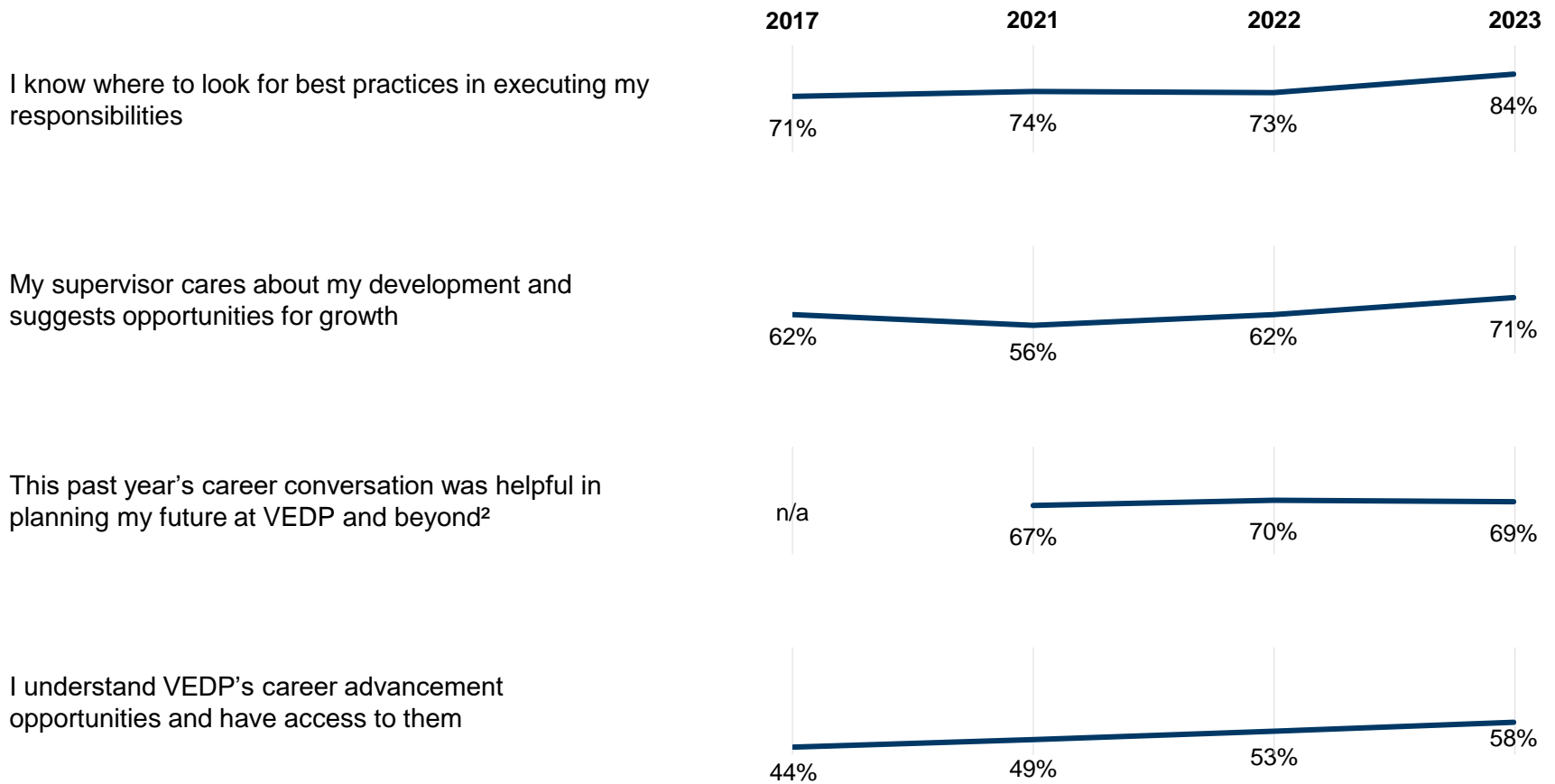
**Trends in satisfaction with specific aspects of professional development and training**  
2017-2023 agreement<sup>1</sup> levels; % respondents



<sup>1</sup>Combines “satisfied” and “very satisfied” responses  
Source: 2023, 2022, 2021, and 2017 VEDP staff surveys

# SATISFACTION HAS INCREASED WITH NEARLY ALL ASPECTS OF PROFESSIONAL DEVELOPMENT AND TRAINING SINCE 2021 (2 OF 2)

**Trends in satisfaction with specific aspects of professional development and training**  
2017-2023 agreement<sup>1</sup> levels; % respondents



<sup>1</sup>Combines “satisfied” and “very satisfied” responses

<sup>2</sup>Question was not asked in 2017 survey

Source: 2023, 2022, 2021, and 2017 VEDP staff surveys

# THEMES FROM OPEN-ENDED RESPONSES REGARDING PROFESSIONAL DEVELOPMENT AND TRAINING

Frequency of major themes regarding training and development at VEDP and how to improve  
Question 17, N=42 responses containing 55 comments

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- General positive comments about professional development and training (18)
- Difficulty balancing / prioritizing training with a demanding workload (8)
- Desire for a clearer process / policy surrounding training (5)
- Capacity and/or budget inhibits training opportunities (4)
- Specific training topic requests (4)
- Request for more training and/or general training requests (4)
- Uncertain of career development opportunities or training expectations (3)
- Other (6)

Note: Themes are listed only if three (3) or more respondents made a similar comment. Some responses contained comments pertaining to more than one theme.

Source: 2023 VEDP staff survey

# 2023 VEDP STAFF SURVEY TOPICS

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Collaboration

---

Organizational structure

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Communication

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Leadership and engagement

---

Professional development and training

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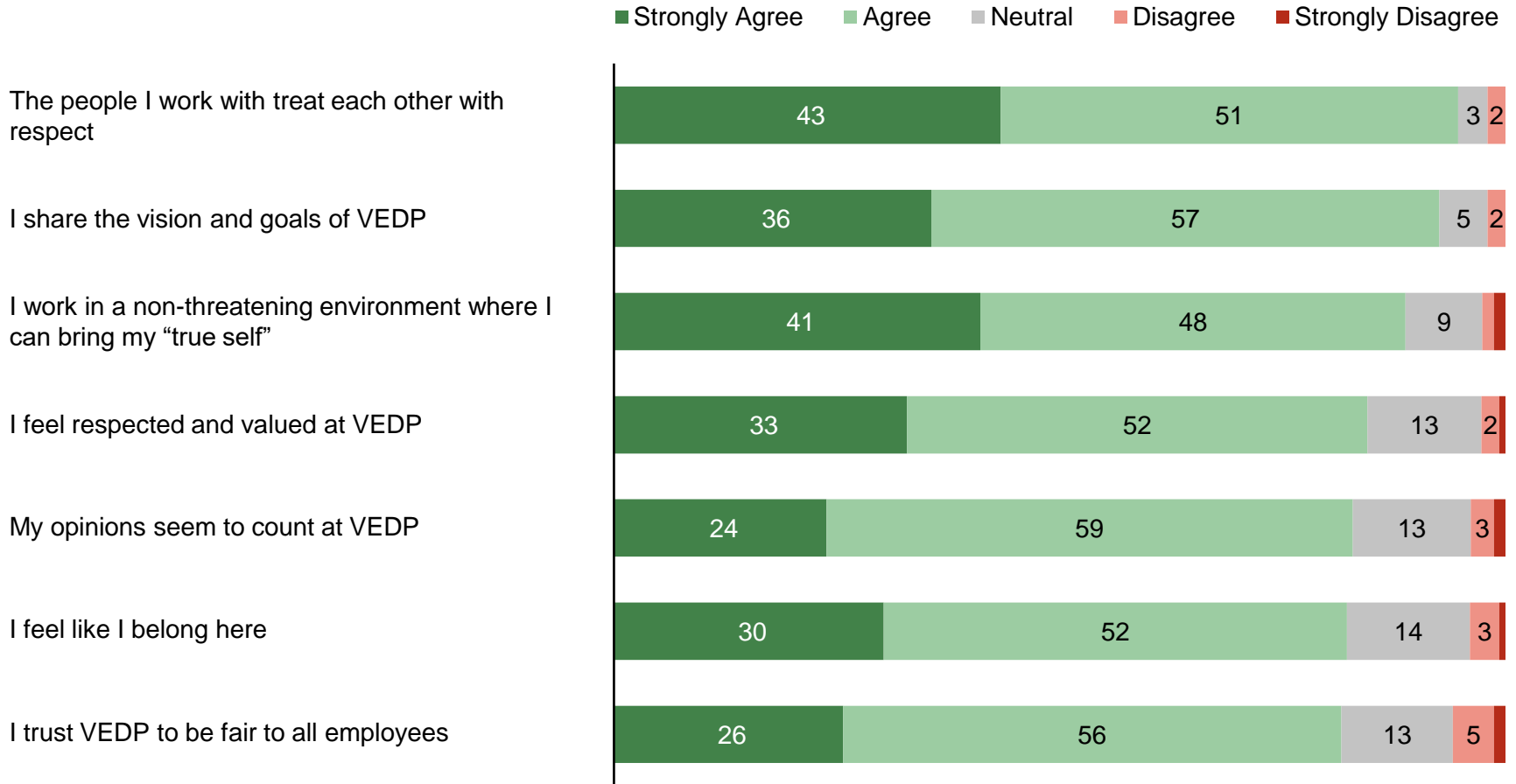
**D&I advancement**

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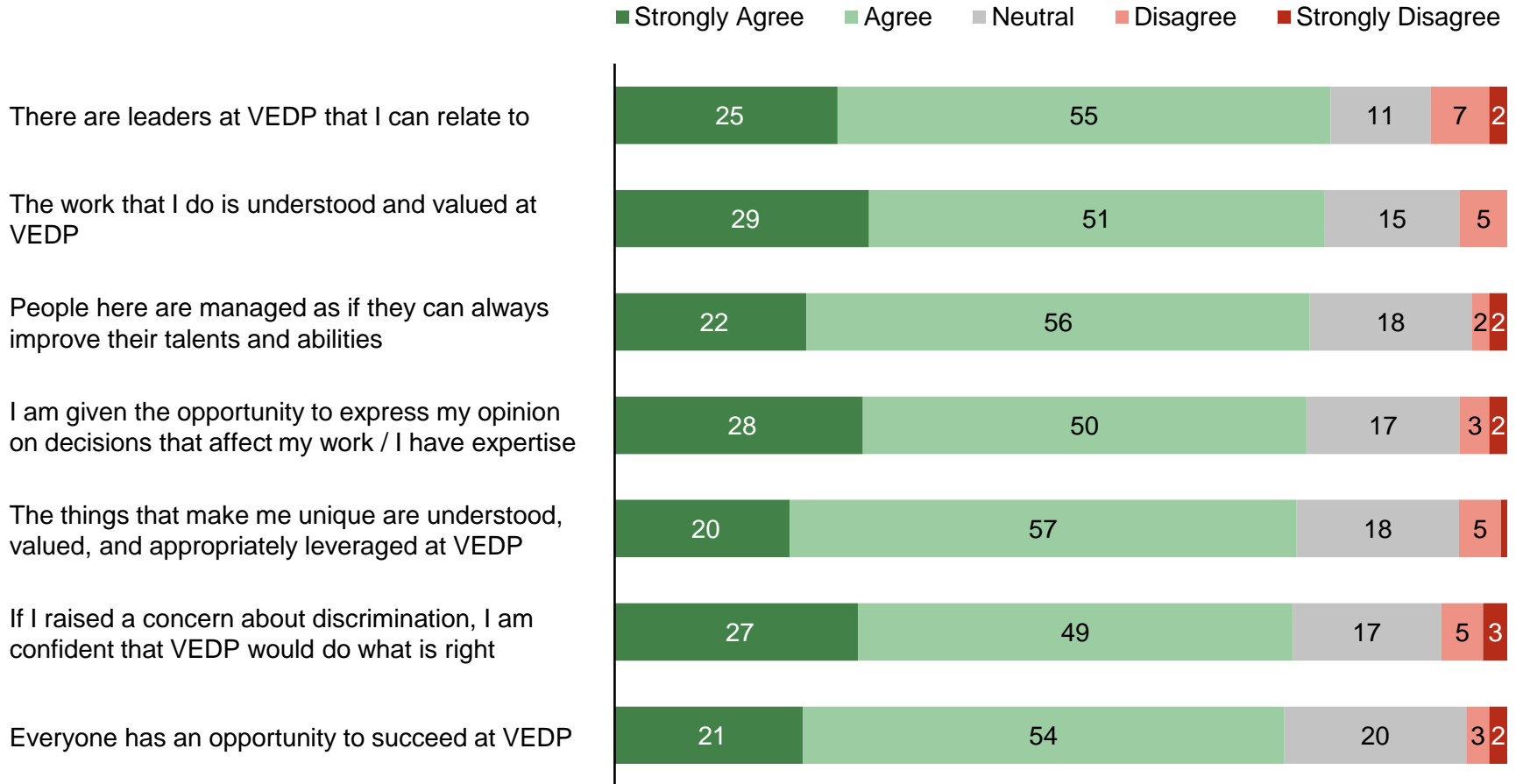
# ASPECTS OF DIVERSITY AND INCLUSION AT VEDP (1 OF 3)

**Satisfaction with specific aspects of diversity and inclusion**  
 Question 18, % respondents, N=153



# ASPECTS OF DIVERSITY AND INCLUSION AT VEDP (2 OF 3)

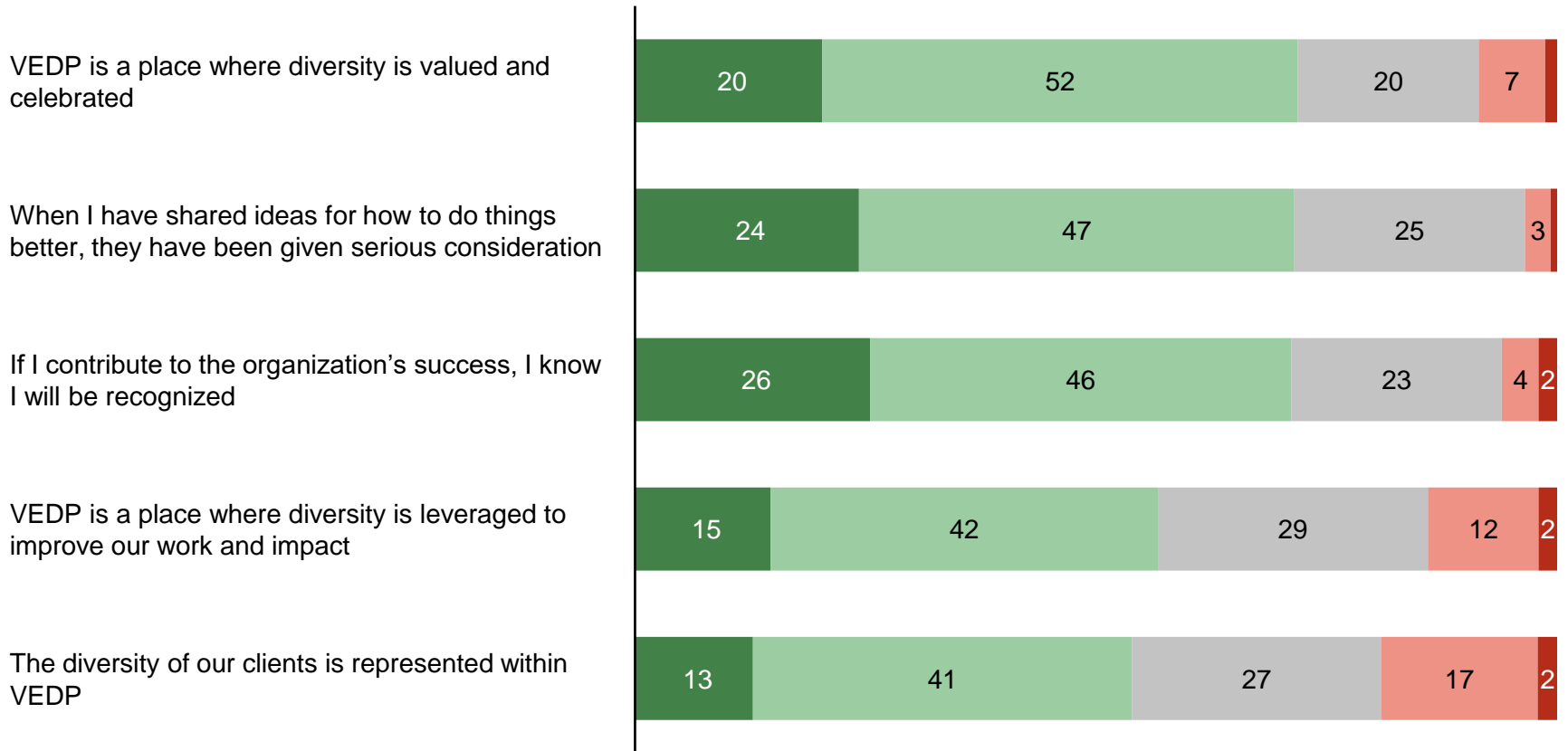
**Satisfaction with specific aspects of diversity and inclusion**  
 Question 18, % respondents, N=153



# ASPECTS OF DIVERSITY AND INCLUSION AT VEDP (3 OF 3)

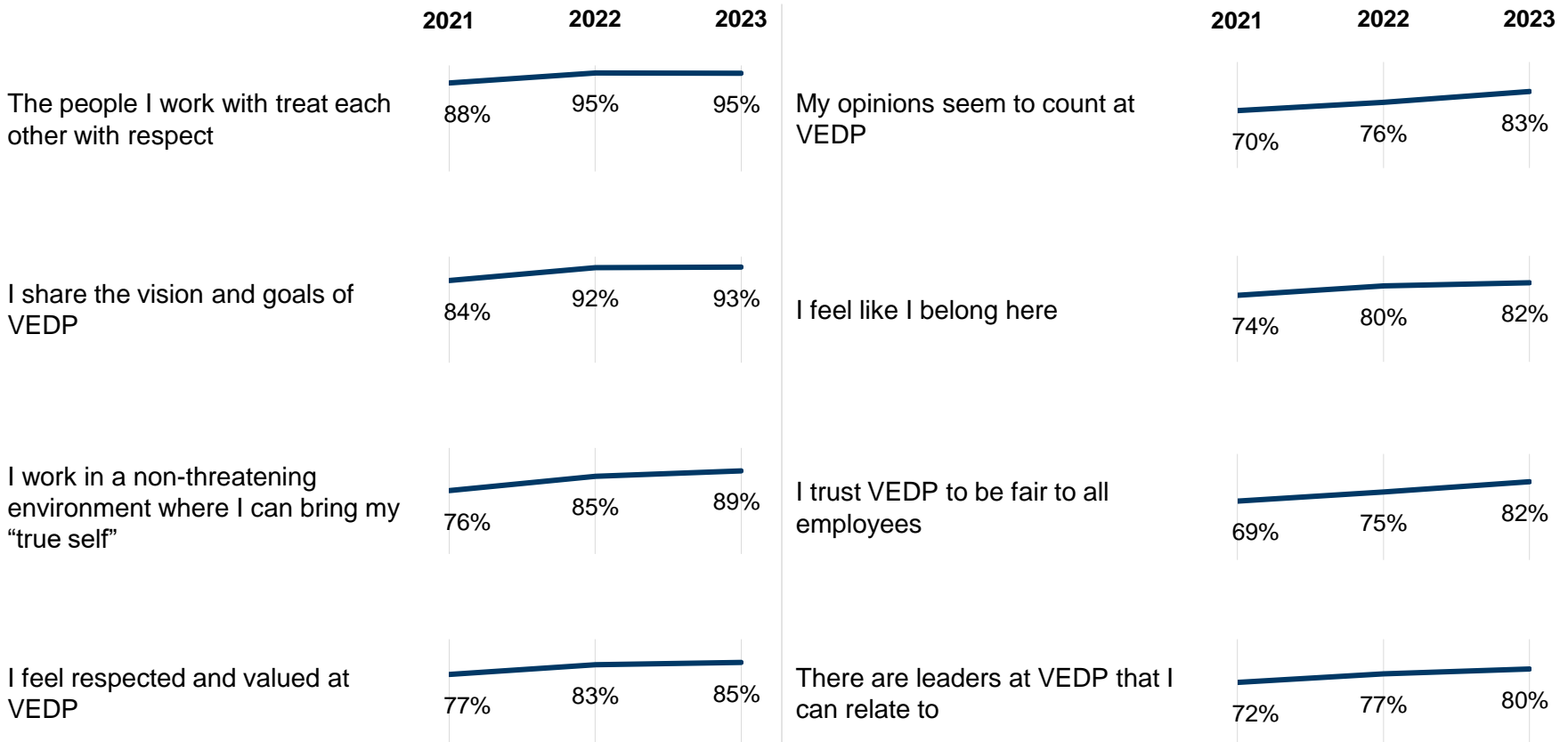
**Satisfaction with specific aspects of diversity and inclusion**  
 Question 18, % respondents, N=153

■ Strongly Agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree



# DIVERSITY AND INCLUSION SCORES HAVE INCREASED ACROSS THE BOARD SINCE 2021 (1 OF 3)

**Trends in satisfaction with specific aspects of diversity and inclusion**  
2021-2023 agreement<sup>1</sup> levels; % respondents

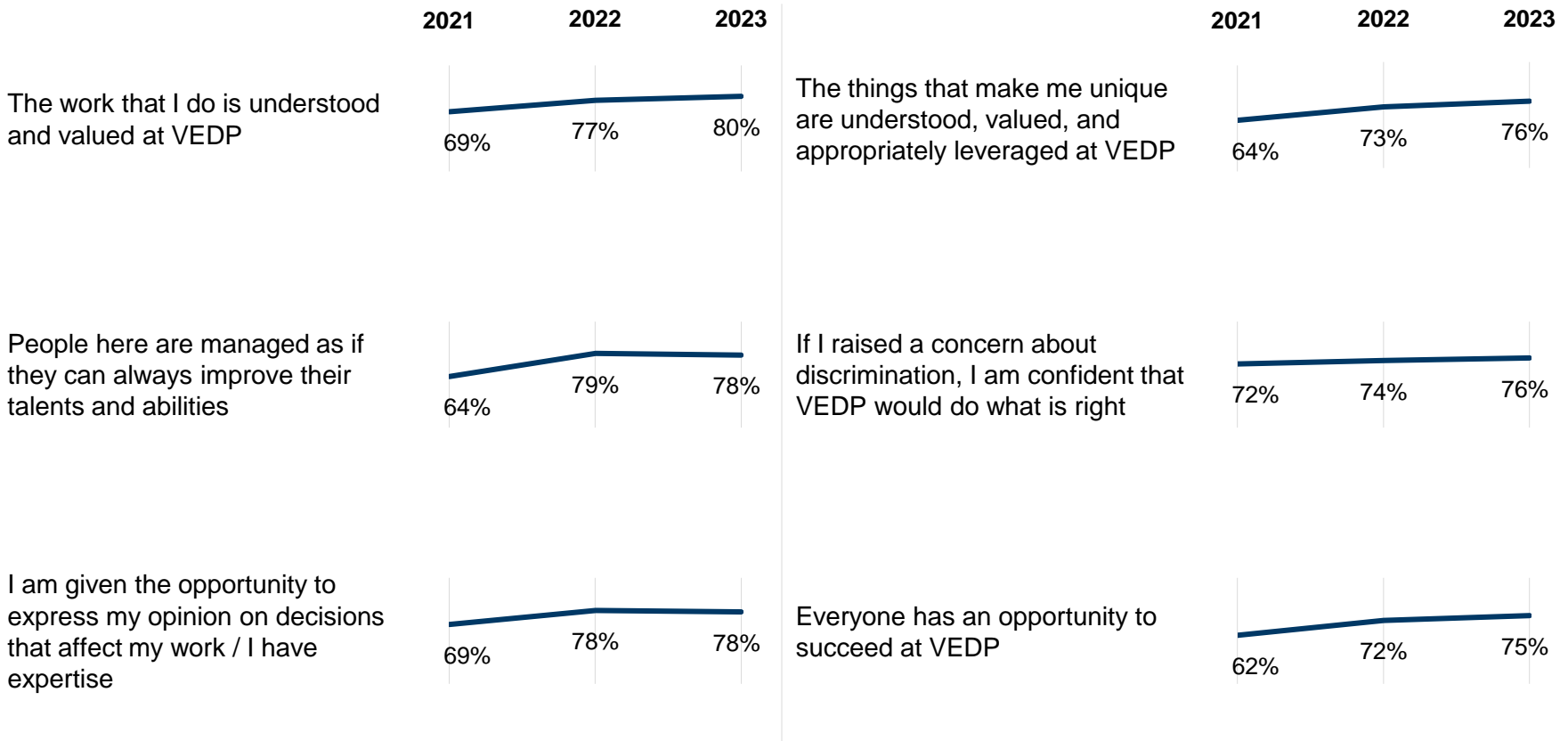


<sup>1</sup>Combines "satisfied" and "very satisfied" responses

Source: 2023, 2022, and 2021 VEDP staff surveys. D&I questions were not asked in the 2017 survey

# DIVERSITY AND INCLUSION SCORES HAVE INCREASED ACROSS THE BOARD SINCE 2021 (2 OF 3)

**Trends in satisfaction with specific aspects of diversity and inclusion**  
 2021-2023 agreement<sup>1</sup> levels; % respondents

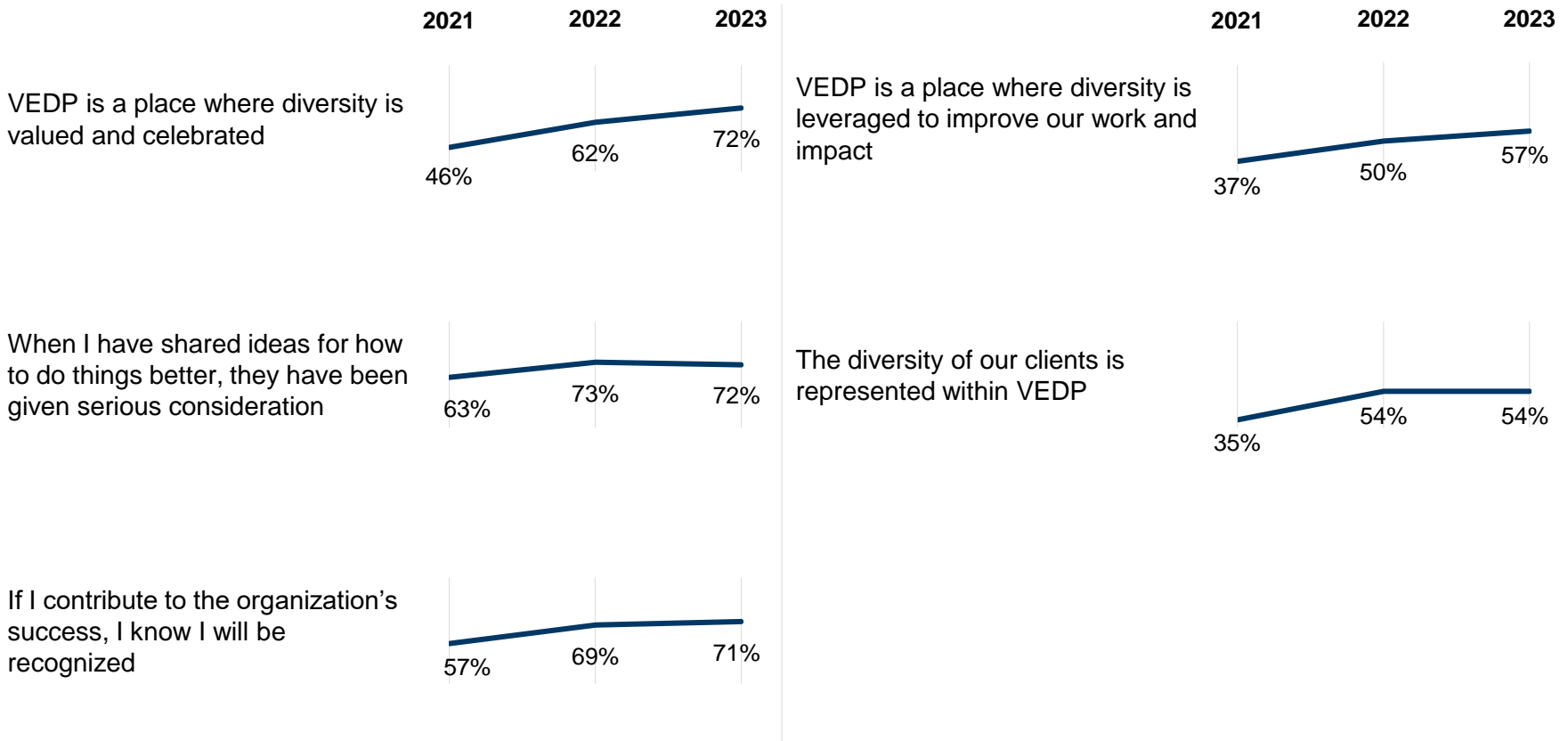


<sup>1</sup>Combines “satisfied” and “very satisfied” responses

Source: 2023, 2022, and 2021 VEDP staff surveys. D&I questions were not asked in the 2017 survey

# DIVERSITY AND INCLUSION SCORES HAVE INCREASED ACROSS THE BOARD SINCE 2021 (3 OF 3)

**Trends in satisfaction with specific aspects of diversity and inclusion**  
 2021-2023 agreement<sup>1</sup> levels; % respondents



<sup>1</sup>Combines “satisfied” and “very satisfied” responses

Source: 2023, 2022, and 2021 VEDP staff surveys. D&I questions were not asked in the 2017 survey

# THEMES FROM OPEN-ENDED RESPONSES ABOUT PERSPECTIVES ON DIVERSITY AND INCLUSION

## Frequency of major themes regarding diversity and inclusion at VEDP

Question 19, N=33 responses containing 38 comments

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- General positive comments about diversity and inclusion (9)
- General negative comments about diversity and inclusion at VEDP (6)
- VEDP has made progress and is moving in the right direction on D&I (5)
- VEDP is not as inclusive as employees feel it should be (4)
- Concern around HR policies / capacity of the team (3)
- Other (5)

Note: Themes are listed only if three (3) or more respondents made a similar comment. Some responses contained comments pertaining to more than one theme.

Source: 2023 VEDP staff survey

# Partnership Overview

The Virginia Economic Development Partnership (VEDP) was created by the Virginia General Assembly in 1995 to encourage, stimulate, and support development and expansion of the Commonwealth's economy. To accomplish these objectives, the Partnership focuses on business recruitment, expansion, and international trade. VEDP is governed by a 17-member Board of Directors. The Board selects the President and Chief Executive Officer and ensures that VEDP complies with all Board and statutory directives. The Board works with VEDP's staff to develop, implement, and update strategic and marketing plans for the Commonwealth and an operational plan for VEDP.

With dedicated and knowledgeable professionals committed to Virginia's economic success, VEDP helps businesses find the resources they need to make relocation and expansion successful endeavors.

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## BOARD OF DIRECTORS

### **William H. Hayter – Chair**

Retired President & CEO  
The First Bank & Trust Company

### **The Honorable Caren Merrick – Vice Chair**

Secretary of Commerce and Trade  
Commonwealth of Virginia  
Ex Officio Member

### **Nancy Howell Agee**

President and CEO, Carilion Clinic  
Chair, GO Virginia  
Ex Officio Member

### **Carrie Hileman Chenery**

Principal  
Valley Pike Partners

### **Mimi Rainero Coles**

Marketing & Business Development  
Vice President  
Permatile Concrete Products Company

### **The Honorable Stephen E. Cummings**

Secretary of Finance  
Commonwealth of Virginia  
Ex Officio Member

### **Stephen A. Edwards**

CEO and Executive Director  
The Port of Virginia  
Ex Officio Member

### **Richard "Rick" O. Harrell, III**

President (retired)  
R.O. Harrell, Inc.

### **John Hewa**

President and CEO  
Rappahannock Electric Cooperative

### **April Kees**

Director  
Virginia Senate Finance and  
Appropriations Committee  
Ex Officio Member

### **Pace Lochte**

Assistant Vice President for  
Economic Development  
University of Virginia

### **Anne Oman**

Director  
Virginia House Appropriations  
Committee  
Ex Officio Member

### **Marianne Radcliff**

President  
Kemper Consulting, Inc.

### **Nick Rush**

Agent  
Krupin Partners LLC

### **William D. Sessoms, Jr.**

Executive Vice President  
TowneBank

### **Steven David Stone**

Equity Principal  
Offit Kurman



# Committees of the Board of Directors

## Executive Committee:

Bill Hayter, Chair	John Hewa
Carrie Chenery	Caren Merrick
Stephen Cummings	Marianne Radcliff
Rick Harrell	Nick Rush

**Bylaws Responsibility:** The Executive Committee shall be comprised of the Chairman, the Vice Chairman, the Secretary of Finance, and the chairs of the standing committees set forth in Section 4.2. The Executive Committee may take any and all actions required of the full Board when the full Board is not meeting. At the request of the CEO, the Executive Committee will provide guidance to the CEO on issues facing the Authority.

## Finance & Audit Committee (Standing Committee):

Rick Harrell, Chair	Caren Merrick
Stephen Cummings	Will Sessoms
April Kees	Steven Stone
Pace Lochte	

**Bylaws Responsibility:** The primary purposes of the Finance and Audit Committee (FAC) are to review and recommend to the Board the Authority's annual Operational Plan, which includes the proposed budget and proposed performance metrics for the coming Fiscal Year; be the primary Board contact with the Auditor of Public Accounts (APA), accept from the APA the Authority's annual audit and work with the Authority staff to resolve any deficiencies noted in the audit; receive (through the FAC Chair) fraud and abuse claims and make inquiries regarding their authenticity; and be the primary Board contact with the Internal Auditor, accept audit reports from the Internal Auditor and work with the Authority staff to resolve any deficiencies noted in an audit. **Additional Responsibilities: See the attached Finance and Audit Committee Charter.**

## Personnel Committee (Standing Committee):

John Hewa, Chair	April Kees
Carrie Chenery	Marianne Radcliff
Stephen Edwards	

**Bylaws Responsibility:** The primary purposes of the Personnel Committee are to: At the request of the Executive Committee, evaluate the performance of the CEO; and at the request of the CEO, provide guidance to the CEO on personnel issues facing the Authority.

## Nominating Committee (Standing Committee):

Carrie Chenery, Chair	Stephen Edwards
Mimi Coles	Marianne Radcliff

**Bylaws Responsibility:** The primary purpose of the Nominating Committee is to nominate and present a slate of qualified candidates for the Board officer positions.

## Legislation Committee (Standing Committee):

Marianne Radcliff, Chair	Anne Oman
Nancy Howell Agee	Nick Rush
Carrie Chenery	Steven Stone
John Hewa	

**Bylaws Responsibility:** The primary purposes of the Legislation and Policy Committee are to coordinate efforts of the Directors to advocate the Authority's interests with legislators, Administration officials and other external stakeholders; and at the request of the CEO, provide guidance on legislative and budget initiatives to be advanced by the Authority.

## Rural Action Committee (Standing Committee):

Nick Rush, Chair	Stephen Edwards
Nancy Howell Agee	Rick Harrell
Carrie Chenery	John Hewa
Mimi Coles	Caren Merrick

**Bylaws Responsibility:** The primary purposes of the Rural Virginia Action Committee are to explore the challenges and opportunities of attracting jobs and capital investment to underserved and distressed communities in the Commonwealth; and, provide guidance to the Authority and other stakeholders on policies and practices to enhance economic development opportunities in underserved and distressed communities in the Commonwealth.

# Statutory Advisory Committees

## STATUTORY ADVISORY COMMITTEE MEMBERS:

### Hobey Bauhan

President  
Virginia Poultry Federation

### Michael Coleman

President and CEO  
CV International, Inc.

### Beth Doughty

Beth Doughty LLC

### Bob Feeser

President  
Riverwind Advisors, LLC

### Tag Greason

Chief Hyperscale Officer  
QTS Data Centers

### Greg Hitchin

Director, Economic  
Development and Tourism  
City of Waynesboro

### John Kilgore

Executive Director  
Scott County Economic  
Development

### Anne Marie Lacourse

Global Trade Industry Advisor  
Dow Jones & Company  
and Sayari Analytics

### Emily Lampkin

President  
The Lampkin Group

### H. Michael Ligon

Retired Vice President of  
Corporate Affairs  
Universal Corporation

### The Honorable Matthew Lohr

Secretary of Agriculture  
and Forestry  
Commonwealth of Virginia

### Amy Parkhurst

Senior Vice President of  
Business Development  
Hampton Roads Alliance

### Paige Read

Director of Tourism and  
Economic Development  
Town of Culpeper

### Matthew Rowe

Director of Economic  
Development  
Pittsylvania County

### Leonard Sledge

Director, Department of  
Economic Development  
City of Richmond

### David White

Executive Vice President  
Virginia Maritime Association

### James Yongije Xu

Executive Vice President  
Evergreen Enterprises

## Business Development & Marketing (Advisory Committee):

Greg Hitchin, Chair	Pace Lochte (VEDP Board Appointee)
Leonard Sledge, Vice Chair	Amy Parkhurst
Beth Doughty	Paige Read
John Kilgore	Matthew Rowe
Emily Lampkin	
Emily Lampkin	

**Bylaws Responsibility:** The primary purpose of the Advisory Committee on Business Development and Marketing is to advise the Board on all matters relating to business development and marketing and make recommendations upon request of the Board.

## International Trade (Advisory Committee):

Mike Ligon, Chair	Matthew Lohr
Bob Feeser, Vice Chair	Will Sessoms (VEDP Board Appointee)
Hobey Bauhan	David White
Michael Coleman	James Yongije Xu
Tag Greason	
Anne Marie Lacourse	

**Bylaws Responsibility:** The primary purposes of the International Trade Committee are to advise the Board on all matters relating to international trade and trade promotion; and, make such recommendations to the Board as the Committee may deem desirable.

## Employment Verification (Advisory Committee):

Stephen Cummings	Caren Merrick
April Kees	Anne Oman

**Bylaws Responsibility:** The primary purposes of the Advisory Committee on Employment Verification are to review employment information received from the Virginia Employment Commission in order to assist the Division of Incentives with the verification of employment and wage claims of businesses that have received discretionary economic development incentives.

**Additional Responsibilities:** Any such information received by the Committee on Employment Verification shall be confidential and shall not be (i) disclosed by a member of the Committee on Employment Verification to anyone other than another member of the Committee on Employment Verification or an employee of the Authority, or (ii) subject to disclosure under the Virginia Freedom of Information Act.