

A G E N D A

**VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP AUTHORITY
RURAL VIRGINIA ACTION COMMITTEE MEETING**

June 12, 2024

4:00 P.M. – 5:15 P.M.

**One James Center, 9th Floor – VEDP Board Room
Richmond, Virginia**

- | | |
|------------------------------|--|
| 4:00 p.m. – 4:03 p.m. | Welcome/Call to Order – Nick Rush |
| 4:03 p.m. – 4:04 p.m. | Public Comment Period |
| 4:04 p.m. – 4:05 p.m. | Approval of Minutes for 3/6/2024 Meeting |
| 4:05 p.m. – 4:15 p.m. | Talent Accelerator Incentive / Service Model –
Mike Grundmann |
| 4:15 p.m. – 5:15 p.m. | How the Talent Accelerator is Helping to Win New
Jobs for Rural Virginians – Mike Grundmann |
| 5:15 p.m. | Adjournment |

Minutes
Rural Virginia Action Committee Meeting
Board of Directors of the Virginia Economic Development Partnership
March 6, 2024
12:30 p.m. – 1:30 p.m.

One James Center, 9th Floor – Board Room
Richmond, Virginia

Welcome and Call to Order

The meeting was called to order at 12:30 p.m. by Acting Chair Bill Hayter, who noted that a quorum was present.

In-person Committee members: Carrie Chenery, Mimi Coles, Stephen Edwards, Rick Harrel, John Hewa, Secretary Caren Merrick, and Bill Hayter (ex officio)

Committee members absent: Nancy Howell Agee and Nick Rush

Other in-person Board members: Pace Lochte, Will Sessoms, and Steven Stone

Public Comment Period

Acting Chair Hayter solicited public comments. There were none.

Approval of Minutes for December 6, 2023

Acting Chair Hayter requested approval of the December 6, 2023, meeting minutes. A motion was made by Mr. Edwards and seconded by Ms. Chenery, and the minutes were unanimously approved as presented.

Taskforce for Rural Virginia Economic Growth Update

Acting Chair Hayter introduced Abigail Wescott to provide an update on the Taskforce for Rural Virginia Economic Growth.

Ms. Wescott said the Taskforce met in December, 2023, and finalized a list of its top eight priorities from a larger group of possible priorities. Ms. Wescott reviewed the top priorities listed below.

Top Rural Taskforce Priorities

1. Educate/train local elected officials on economic development objectives
 - a. Training is needed due to a lot of turnovers at the local level
 - b. To help keep messaging aligned and consistent
 - c. With many new Legislators, this is an excellent opportunity to educate them on economic development.
2. Develop small sites as well as large sites
3. Increase housing supply while mitigating cost burdens for governments
 - a. Working on building action items for this priority
 - b. DCHD sits on this task force and is actively involved in conversations
4. Develop dedicated funding streams for all Rural Virginia
5. Ensure robust local and regional economic development staff capacity
6. Provide support for grant writing and management and developing a consolidated portal for state grants
7. Develop key rural infrastructure corridors (e.g., US 58, US 460)
8. Align local and regional strategies for target industries, site development, and workforce programs

Ms. Chenery noted that many of the priorities are not related to the core mission of VEDP. Mr. El Koubi said that the Taskforce does not envision that VEDP will lead all of the priorities, adding that hopefully there will be a natural leader of these priorities among the members of the Taskforce.

Mr. Harrell spoke about the importance of peer-to-peer influence and getting the localities that have been successful to encourage, educate, and set expectations with other regions.

Mr. Hayter spoke about the importance of getting private foundations involved in economic development initiatives.

Secretary Merrick highlighted the importance of rural Virginia, adding that the agencies in her Secretariat are highly engaged every day in rural areas. She noted that this month, the Virginia Innovation Partnership Corporation will be hosting its Board meeting in Martinsville, VA for the first time, just one example of an ongoing focus of expanding innovation in rural Virginia.

Ms. Wescott said that the Taskforce has suggested that VEDP lead several efforts to support rural economic development, which have been outlined below.

Economic development training for local elected officials

- Conduct educational sessions for local elected officials in coordination with partners

Technical support and capacity building for local and regional EDOs

- Increase local and regional EDO capacity through strategy support, benchmarking, and other technical assistance
- Adam Watkins suggested revisiting the Local and Regional Competitiveness Initiative (LRCI) survey to secure more recent data and enable communities to benchmark where they are today and establish priorities.

Support for federal grant applications

- Build state or regional expertise and capacity for writing, coordinating, and administering federal grants for rural communities

Next steps:

- VEDP will develop basic business plans of how it could accomplish these efforts, including staff and funding requirements.
- Details of the business plans for these programs will be included in VEDPs strategic plan

Mr. El Koubi asked the Committee for their overall reactions to the list of priorities and asked if they felt anything needed to be added or deleted. He asked the Committee and Board members to consider whether the Taskforce priorities that VEDP is best positioned to lead should be baked into VEDP's Operational Plan Major Initiatives, including dedicating capacity and resources to the initiatives. Acting Chair Bill Hayter agreed that this needs to be considered.

Ms. Chenery suggested adding the Virginia Institute for Economic Development to the Taskforce.

Mr. Edwards spoke about availability of federal grant money. He encouraged VEDP and the Taskforce to move fast on federal grant applications. He suggested that the Taskforce decide quickly who will provide support or they may risk missing the window to apply for grants.

Mr. El Koubi said that luckily VEDP is not starting from scratch, as VEDP's Economic Competitiveness division does some of this work, though only scratching the surface of what is out there. He said more resources will be needed to make significant progress.

Ms. Wescott reviewed the Taskforce's projected milestones, including action plans and creation of a business plan.

Topics and Discussion – 2024 Suggestions

Ms. Wescott asked for suggested topics for future meetings. She encouraged Committee members to reach out to her with topics they may want to highlight at future meetings.

Adjournment

Acting Chair Hayter summarized his takeaways from the meeting. There being no further business, he adjourned the meeting at 1:05 p.m.

Respectfully submitted,

Lesley Brown

DRAFT



HOW THE TALENT ACCELERATOR IS HELPING TO WIN NEW JOBS FOR RURAL VIRGINIANS

CONTACT



Mike Grundmann

Senior Vice President

Virginia Talent Accelerator Program

mgrundmann@vedp.org

Mobile: 804.291.6489

AGENDA

- Talent Accelerator Incentive / Service Model
- Project Wins – Focus on Rural Virginia
- Experience Center Tour
- Enterprise System Update
- Client Feedback
- Q&A



VIRGINIA OFFERS COMPANIES A CHOICE OF WORKFORCE INCENTIVES

Virginia Jobs Investment Program:

- Grant funding to offset training and recruiting costs paid as a cash reimbursement
- Company chooses training and recruitment providers
- Funding ranges from \$500 - \$1,000 per eligible job

Virginia Talent Accelerator Program:

- Recruiting and training services fully customized to a company's unique jobs, operation, and culture
- Highly experienced team hired from the private-sector
- All services are provided free of charge as an incentive for job creation

Both programs offered as an incentive for job creation to new and expanding *competitive* traded-sector projects



- Custom workforce program
- Choice of custom workforce program or workforce grant

THE VIRGINIA TALENT ACCELERATOR IS A DISCRETIONARY INCENTIVE ONLY OFFERED TO COMPETITIVE PROJECTS

Eligibility Requirements

- Manufacturing & distribution operations: at least 25 new hires in the first year of operations
- Professional job projects: at least 50 new hires in the first year of operations
- Project wage: at or above the locality's prevailing average wage (or 85% thereof for a distressed or double distressed locality)
- Must be considering multiple states for the project
- Operation must be in a traded sector



FULLY CUSTOMIZED RECRUITMENT AND TRAINING SOLUTIONS DESIGNED TO ACCELERATE YOUR VIRGINIA START-UP

Virginia Talent Accelerator Program:

- Recruiting and training services fully customized to your unique:
 - Processes
 - Equipment
 - Procedures
 - Standards
 - Culture
- Highly experienced **in-house** design and delivery team hired from the private-sector
- Initiated with a thorough needs analysis
- Support extends through the ramp-up; fully integrated with Virginia Community College Resources
- All services are provided free of charge as an incentive for job creation



WHY COMPETITIVE JOB CREATION PROJECTS PLACE A HIGH VALUE ON VIRGINIA TALENT ACCELERATOR SUPPORT



Human resource and training teams not staffed for major hiring events



New technology renders existing training materials obsolete



Training not a priority for internal graphics / video production teams

COMMUNITY COLLEGE PARTNERSHIPS ENSURE SOLUTIONS ARE STRUCTURED TO SUPPORT BOTH LONG-TERM AND START-UP TALENT DEVELOPMENT NEEDS



Virginia Community Colleges

- Degree, diploma, credential, and fast-track certificate programs to develop pools of qualified talent
- Industry 4.0 technologies to develop talent pipelines including:
 - Robotics
 - Mechatronics
- Partner in Talent Accelerator projects from kick-off to completion



Virginia Talent Accelerator Program

- Proprietary training delivered post-employment to train new hires on unique company processes, procedures, and culture
- Support is focused on eligible company startup needs for:
 - Recruitment
 - Training
- Provided at no charge as an incentive for job creation

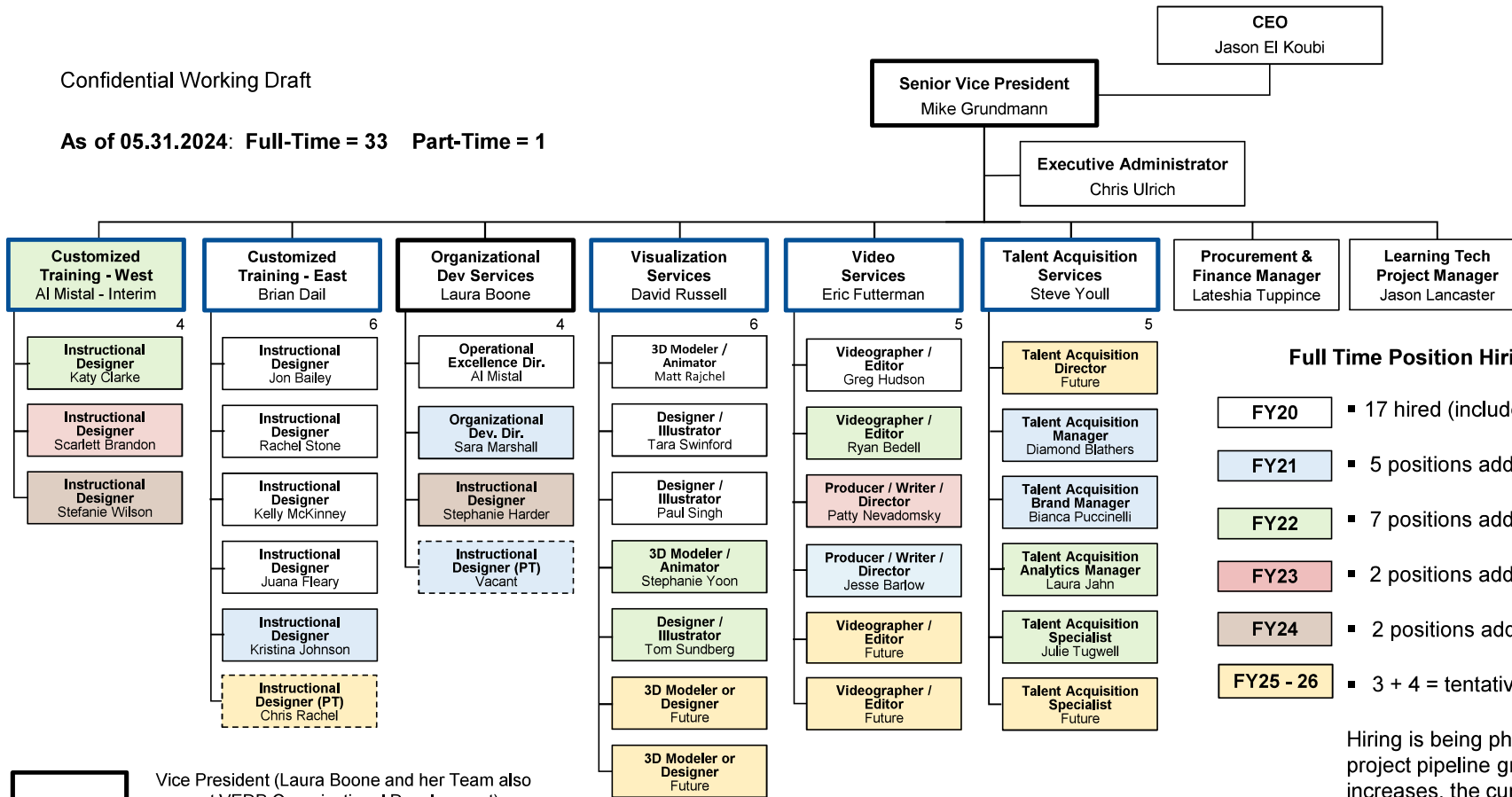
THE VIRGINIA TALENT ACCELERATOR'S APPROACH IS COMPREHENSIVE

 CUSTOMIZED MEDIA DEVELOPMENT SERVICES	 TALENT ACQUISITION SERVICES	 PRE-HIRE TRAINING/ASSESSMENTS
 FOUNDATIONAL SKILLS TRAINING	 PROCESS LEVEL TRAINING	 PROCEDURE LEVEL TRAINING
 ORGANIZATIONAL DEVELOPMENT TRAINING	 OPERATIONAL EXCELLENCE TRAINING	 LEADERSHIP SKILLS TRAINING

VIRGINIA TALENT ACCELERATOR ORGANIZATION

Confidential Working Draft

As of 05.31.2024: Full-Time = 33 Part-Time = 1



Full Time Position Hiring Ramp-Up

- FY20** ■ 17 hired (includes 2 hired in late FY19)
- FY21** ■ 5 positions added
- FY22** ■ 7 positions added
- FY23** ■ 2 positions added
- FY24** ■ 2 positions added in FY24
- FY25 - 26** ■ 3 + 4 = tentative plan for FY25 & 26

Hiring is being phased-in to align with project pipeline growth. As work volume increases, the current \$9M budget can support a total FT staff of 40.

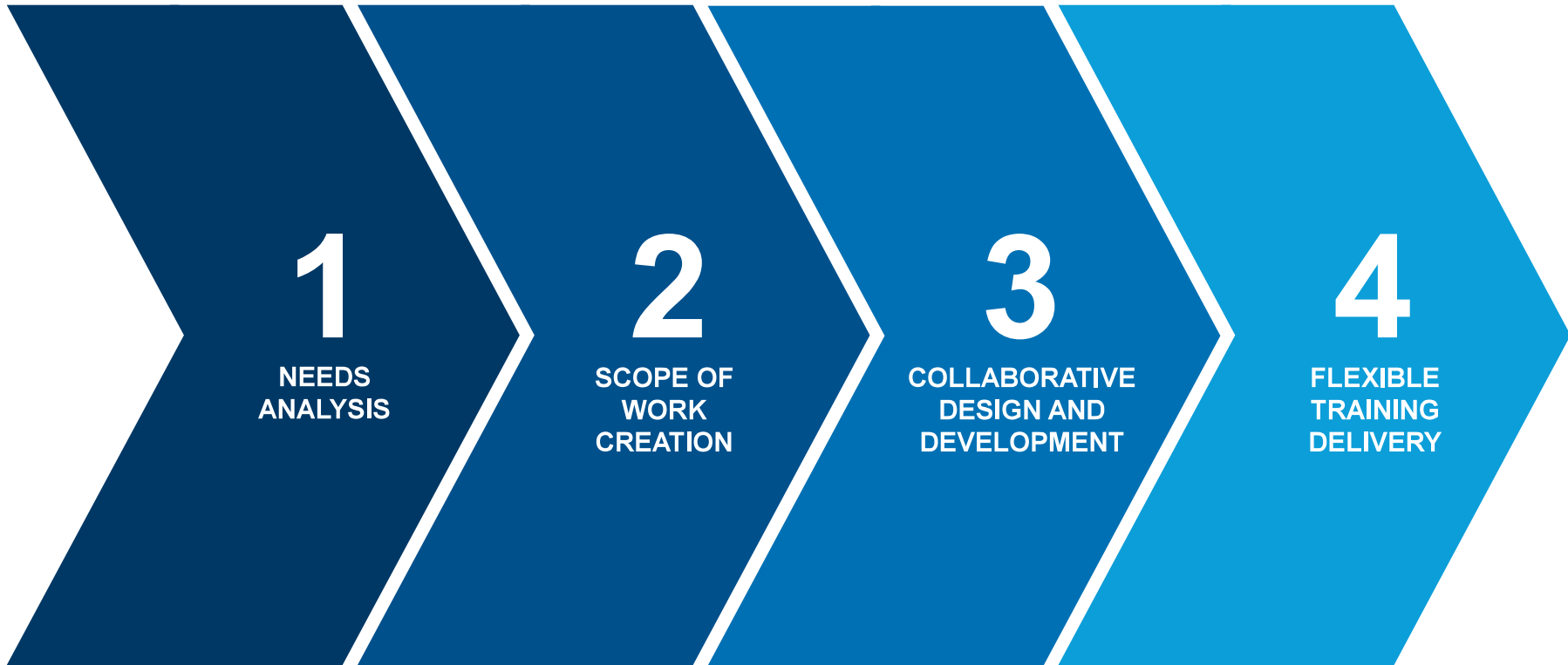
Vice President (Laura Boone and her Team also support VEDP Organizational Development)

Managing Director

Part-time

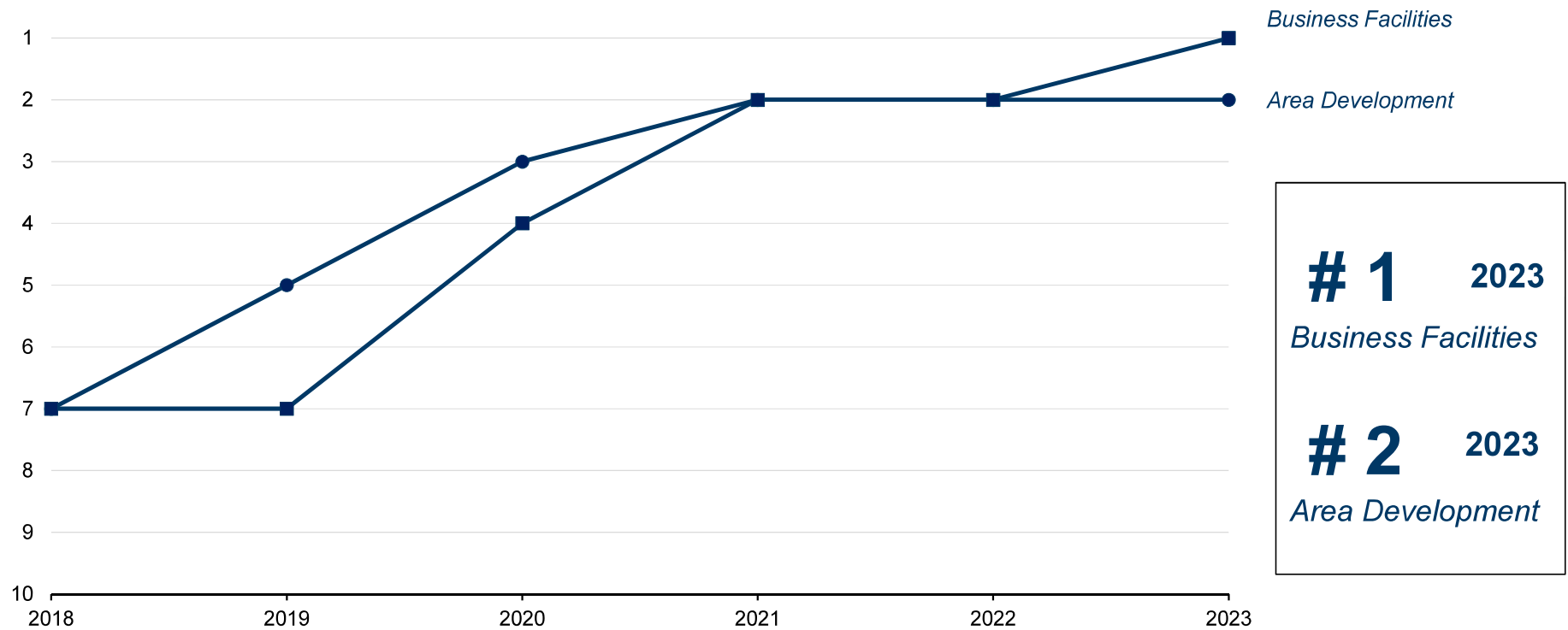
Part-time, contract, and intern positions to be added as needed to address work volume spikes)

OUR PROCESS IS COLLABORATIVE AND AGILE



THE VIRGINIA TALENT ACCELERATOR'S INNOVATIVE APPROACH HAS ENABLED IT TO BECOME A NATIONAL LEADER

State workforce program rankings 2018 – 2023



• Source: Area Development; Business Facilities

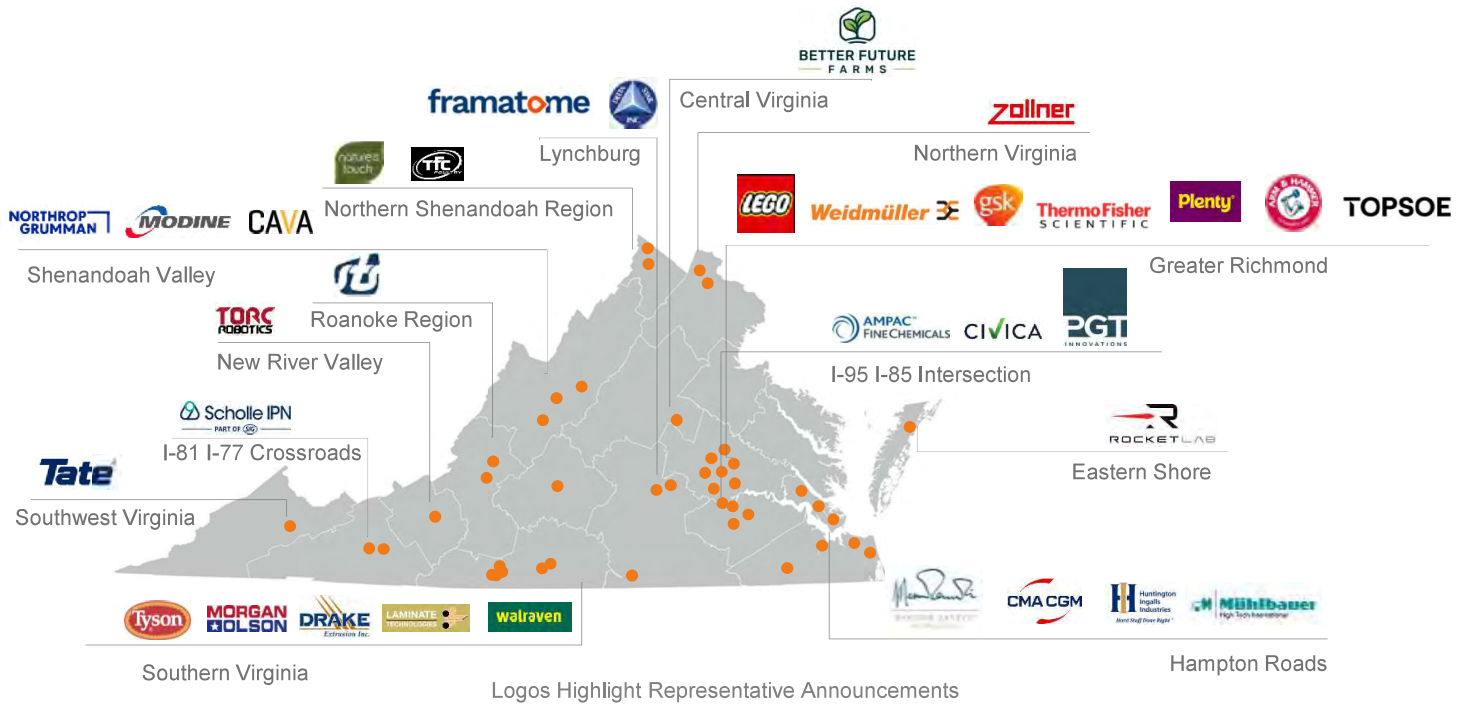
THE VIRGINIA TALENT ACCELERATOR DELIVERS A CHAIN OF VALUE

- ✓ Gets Virginia into the mix
- ✓ Helps Virginia win the competition among states
- ✓ Ensures companies who locate here are successful
- ✓ Enables the rapid reskilling of workers
- ✓ Creates job opportunities that change the lives of Virginians



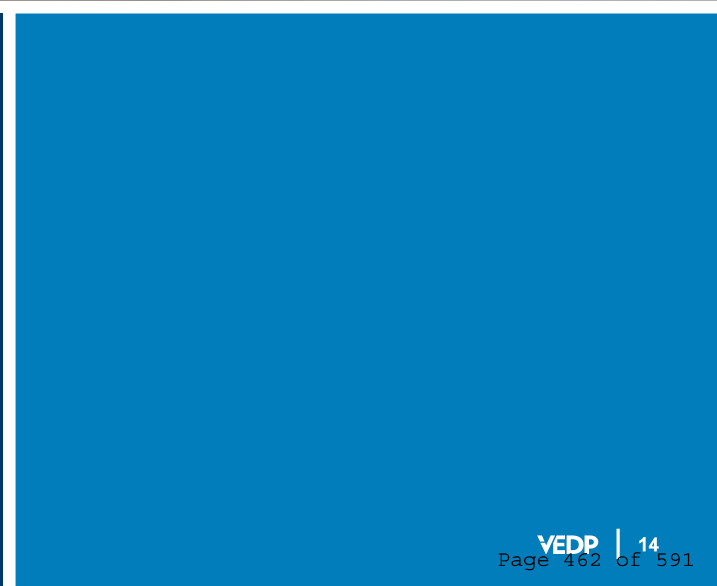
THE VIRGINIA TALENT ACCELERATOR PROGRAM IS SUPPORTING JOB CREATION PROJECTS ACROSS THE COMMONWEALTH

13,000+ jobs announced to date with Virginia Talent Accelerator support





TOUR





TALENT ACCELERATOR BUSINESS SYSTEM UPDATE

THE TALENT ACCELERATOR'S SERVICE AND FINANCIAL MODELS ARE UNIQUE

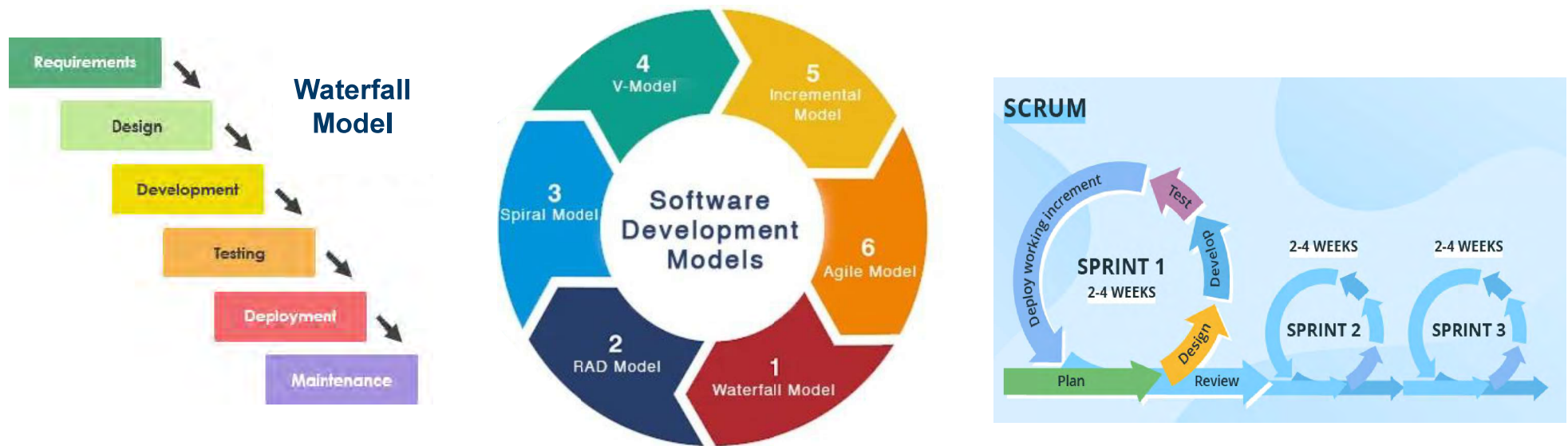
Which means the program's data management needs are unique; requiring elements of a:

- Project Management System
- Learning Management System
- Financial Management System
- Client Relations Management System

But the needs do not dive deep enough into any to gain efficiencies by adapting the Accelerator's operational model and data management needs to a commercial off-the-shelf solution



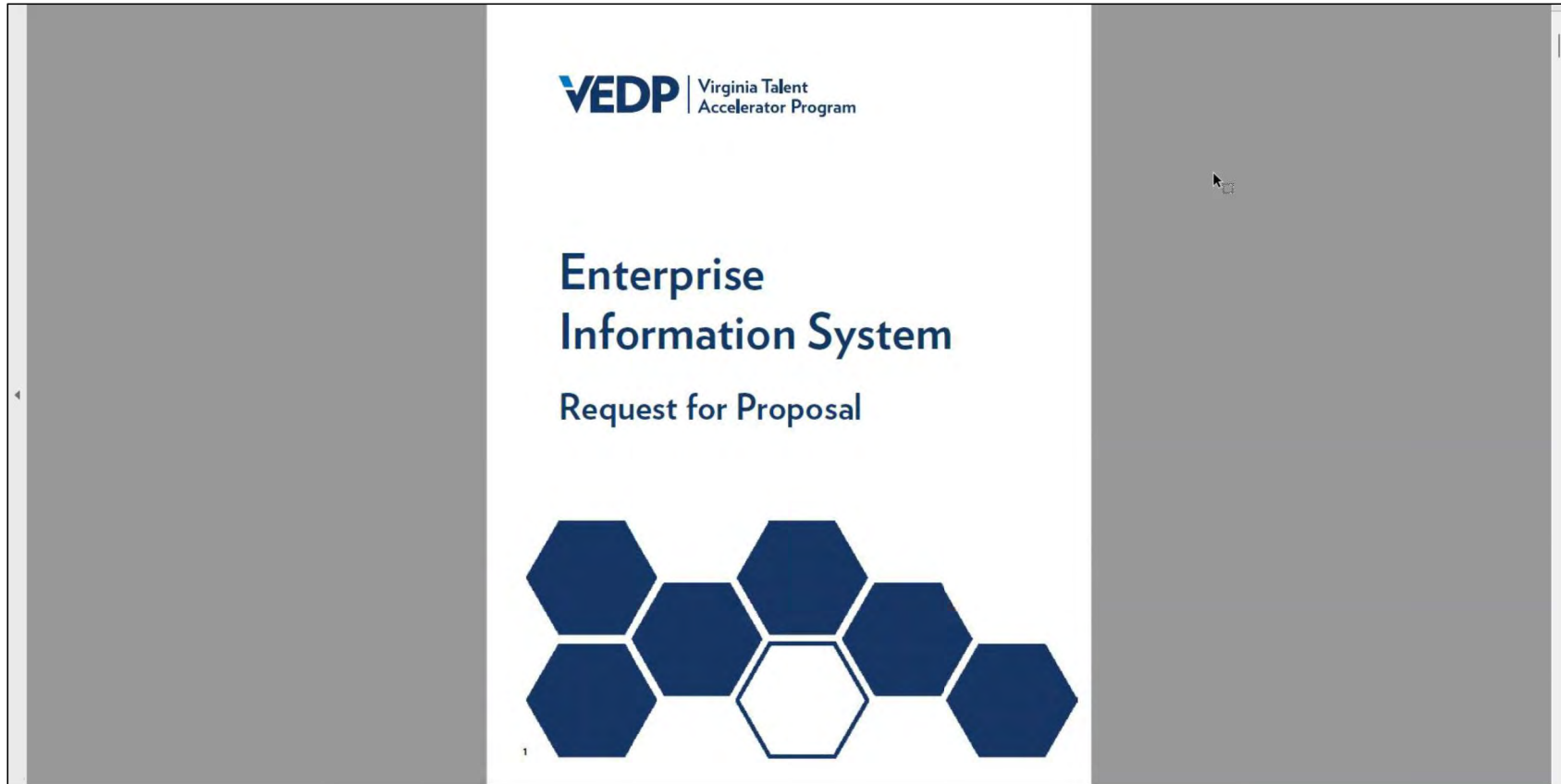
REGARDLESS OF THE SOFTWARE DEVELOPMENT MODEL, THE REQUIREMENTS MUST BE DEFINED, AND THE SYSTEM MUST BE DESIGNED



Comprehensive up-front work has enabled the Talent Accelerator to develop a best-in-class operations management system to optimize efficiencies and advance its national leadership

Image Credits: ThinkSys | ScienceSoft | Visual Paradigm

A DETAILED RFP WAS DEVELOPED TO MINIMIZE REQUIREMENTS ANALYSIS TIME



A DRAFT DATA STRUCTURE WAS DEVELOPED TO MINIMIZE DESIGN TIME

Entity Summary (Purpose / Preview)		
Entity (Table) Name:		
ProjectData	Table Objective: Reporting Application:	Establishes inventory of vital company data; associates project with SF records; associates project with partner college and lead VTAP rep Projects Locations by VA Region, by Type, by Sector, by VTAP rep, etc.
ClientContacts	Table Objective: Reporting Application:	Organizes inventory of client contacts Provides the means for project reports to include client contact data
VtapReps	Table Objective: Reporting Application:	Establish the source data to associate VtapReps with project deliverables and their actual hourly rates ServiceType Cost by Project, Cost by Deliverable, etc.
VtapRepRates	Table Objective: Reporting Application:	Establish the source data to calculate Deliverable and ServiceType costs ServiceType Cost by Project, Cost by Deliverable, etc.
VtapTeamRates	Table Objective:	Establishes a record of average hourly rates by FY and ServiceType which is needed for building post needs analysis project budgets. Calculated each fiscal year as an average rate of VtapReps by VtapTeam to determine the base rate by ServiceType These average rates can also be used to calculate actual expenses (hours x rate) as a means of hiding the pay rates for individual employees, thereby enabling all employees visibility on our cost-related performance
ProjectRoles	Table Objective: Reporting Applications:	Records client-facing VtapReps roles on each project which can be useful for comparing project loads and for looking up who to see for non-recorded project information / questions Projects by Director, Contributors by Project
EmploymentPlan	Table Objective: Reporting Applications:	Establishes the baseline hiring plan data to compare with EmploymentProgress AnnouncedJobs will feed almost every report; Projects by Phase/Production/StartUp will show looming deadlines, future demand peaks, etc.
EmploymentProgress	Table Objective: Reporting Applications:	Establishes a repository of employment updates by project AnnouncedJobs vs. Net Hired To Date
StartUpProgress	Table Objective: Reporting Applications:	Establishes records of the evolution of the company's start-up plans Useful for identifying target training dates / material development deadlines. It also useful for explaining why there's been limited project activity since the announcement.
VtapMilestones	Table Objective: Reporting Applications:	Captures indications of a project's progress Enables reports that show how many projects are in the needs analysis phase vs. training delivery phase; time between announcement and scope doc signing, (for specific projects, on average), etc.
ActivityJournal	Table Objective: Reporting Applications:	Establishes a journal of key project management activities (at least one entry per month) - for the primary client-facing contributors Project Activity Update (the report would include project name, milestone stage, hiring plan v progress, trained to date, etc. from other tables, but include the latest Accomplished and Next Steps comments)
ScopeAmendments	Table Objective: Reporting Applications:	Establish a means to track major changes in the project scope. Enables ProjectBudgets by FY and by Total to be adjusted accordingly.
ServiceType	Table Objective: Reporting Applications:	Establishes standardized service names (categories) so they can be associated with different deliverables, etc. Will feed reports that consolidate data associated with DeliveryInstance (Class name, ClassDate, ClassHours with TraineeNames) to provide clients with a record of who attended what class

A DRAFT INTERFACE WAS DEVELOPED TO FURTHER MINIMIZE DESIGN TIME



SIX LOCAL FIRMS WERE INVITED TO BID ON THE PROJECT

“I’ve been doing this kind of work for 25 years and have never seen an RFP package this detailed, clear, and comprehensive.”

-- Vendor 4

Vendor	Cost	Timeline
1	\$656K - \$793K	6 months; incomplete build
2	\$430K	7.5 months
3	\$425K	9 months
4	\$265K - \$300K	4 to 4.5 months
5	\$224K	1 year
6	\$165K	3 months

THE TALENT ACCELERATOR BUSINESS SYSTEM HAS BEEN BUILT USER ACCEPTANCE TESTING IS UNDERWAY

Project Data
Choose a project ▼
VEDP
Virginia Talent Accelerator Program

Project: Massimo Zanetti Beverage USA, Inc. Project Number: 2400003
Import SF Record
Create New Project
Save

- Project Data
- Client Contact Data
- Employment Data
- Milestones & Activity
- Scope Builder
- Scope Plan v Actual
- Budget / Allocation
- Time & Expenses
- Service Deliveries
- Feedback Data
- Internal Contacts
- Program Budget
- Program Reports
- Project Reports
- Admin >
- Grundmann, Mike
▼

<p style="font-size: 0.8em; margin: 0;">Company Name</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Massimo Zanetti Beverage USA, Inc."/>	<p style="font-size: 0.8em; margin: 0;">Announced Jobs</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="79"/>	<p style="font-size: 0.8em; margin: 0;">Google Map - Project Location</p>
<p style="font-size: 0.8em; margin: 0;">Product / Service Description</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Expansion"/>	<p style="font-size: 0.8em; margin: 0;">Announced Capex</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="\$29,100,000"/>	<p style="font-size: 0.8em; margin: 0;">Street Address</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="1370 Progress Rd"/>
<p style="font-size: 0.8em; margin: 0;">Company Website</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="https://www.mzb-usa.com/"/>	<p style="font-size: 0.8em; margin: 0;">Project Type</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Existing VA"/>	<p style="font-size: 0.8em; margin: 0;">Locality</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Suffolk"/>
<p style="font-size: 0.8em; margin: 0;">Accelerator Recruitment Website</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="www.mzbvirginiajobs.com"/>	<p style="font-size: 0.8em; margin: 0;">Operation Type</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Manufacturing"/>	<p style="font-size: 0.8em; margin: 0;">Zip</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="23434"/>
<p style="font-size: 0.8em; margin: 0;">Accelerator Industry Type</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Food"/>	<p style="font-size: 0.8em; margin: 0;">SF Opportunity Name</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Musketeer"/>	<p style="font-size: 0.8em; margin: 0;">Community College</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Tidewater Community College"/>
<p style="font-size: 0.8em; margin: 0;">Locality Type</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Metro"/>	<p style="font-size: 0.8em; margin: 0;">VEDP BI Manager</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Emily Moore"/>	<p style="font-size: 0.8em; margin: 0;">Lead Source</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Hampton Roads Alliance"/>
<p style="font-size: 0.8em; margin: 0;">Virginia Region</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="4"/>	<p style="font-size: 0.8em; margin: 0;">Accelerator Lead</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="East"/>	<p style="font-size: 0.8em; margin: 0;">Facility Type</p> <input style="width: 95%; border: 1px solid #ccc; padding: 2px 5px;" type="text" value="Greenfield"/>

Talent Accelerator Business System
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Q&A