



REGULAR EDA MEETING AGENDA

January 10, 2025, 9:00 AM

A regular meeting of the Economic Development Authority (EDA) of Stafford County will be held in the George L. Gordon, Jr., Government Center, 1300 Courthouse Rd, Stafford, VA 22554.

1. CALL TO ORDER
 - a. All members and staff shall state and disclose any real or perceived conflict of interest on any matter on the agenda.
2. APPROVAL OF MINUTES
 - a. December 13, 2024, Regular Meeting Minutes
3. PUBLIC PRESENTATIONS
 - a. Bond Counsel Discussion, Michael Graff, McGuire Woods Consulting
 - b. Rivers Region Entrepreneurial Ecosystem, Michael Purello, FRA
 - c. Stafford EDA Marketing & Events Report
 - i. Business Appreciation Reception Update
 - d. Stafford County Economic Development Report
4. TREASURER'S REPORT
 - a. December 2024 Financials
5. SECRETARY'S REPORT
6. CHAIRMAN'S REPORT
7. COMMITTEE AND WORKING GROUP REPORTS
 - a. Loan Committee (Jack R., Janette H. Staff support- Liz)
 - i. Loan Statement Review
 1. Santana Holdings Update
 2. Embrey Mill Urgent Care
 - b. Business Resources Committee (Daryl W., Price J., Staff support- Savannah)
 - c. Research Committee (Marlon W., Jack R.)
 - i. Strategic Planning for 2025
 - d. Technology Committee (Jeff R., Frank P.)
 - i. FRA Testbed Collaboration
8. OLD BUSINESS
 - a. Joint Meeting Recap
9. NEW BUSINESS
 - a. Disaster Relief Resources
 - b. English Oaks Bond Request



10. CLOSED SESSION - Pursuant to Section 2.2- 3711 A of the Code of Virginia 1950, as amended. The EDA intends to hold a closed session to discuss matters related to § 2.2-3711 A.
11. ADJOURNMENT - The next regular meeting is scheduled for February 14, 2025, at 9:00 AM at the Board of Supervisors Chambers, 1300 Courthouse Rd, Stafford, VA 22554.

Mark Your Calendar for These Upcoming Meetings or Committee Dates:

February 12, 4:00PM, Beer & Business, Barley Naked, Sponsored by Always Flavored May

7, 5:00-7:00PM, 31st Annual Business Appreciation Reception, Potomac Point Winery



2A



REGULAR MEETING MINUTES

The regular meeting of the Economic Development Authority (EDA), of Stafford County, Virginia, was held at the George L. Gordon Jr. Government Center, 1300 Courthouse Rd, Stafford, VA 22554 with a virtual option on Friday, December 13, 2024.

1. **CALL TO ORDER**

Mr. Rowley, Chair, called the meeting to order at 9:00 AM, emphasizing the necessity for all members and staff to declare any conflicts of interest with the agenda items. No conflicts were stated.

A quorum was present and accounted for.

Members

Jack Rowley, Chair
Marlon Wilson, Vice Chair
Jeff Roosa, Secretary
Janette Holland
Frank Porcelli
Price Jett, Treasurer [virtual]
Daryl Weedeman [virtual]

ED/EDA Staff Present

Linzy Browne
Savannah Wimbush
Laura Sassano

Also Present

Logan Brunette, Esq.
Paul Santay
Michael Kiraly
Laura Sellers

Mr. Rowley asked staff if we knew the final dollar amount the EDA's property on Route 1 sold for as he had not heard. He asked that Ms. Barber acquire that information and pass it along.

2. **APPROVAL OF MINUTES**

Mr. Rowley requested a motion to approve the minutes from the November 15, 2024 meeting. Mr. Wilson made the motion and Mr. Roosa seconded. Motion passed unanimously.

APPROVED 7-0

3. **PUBLIC PRESENTATIONS**



Mr. Rowley stated that there may not be any public presentations today.

- a. Mr. Rowley informed the group that the bond council discussion that was scheduled for today was moved to the January meeting due to a conflict.
- b. Mr. Rowley called PB Mares to present the Audit Report, but no representative was present at that time, likely due to a traffic incident in the immediate area. He stated the board would return to this agenda item later.
- c. Mr. Rowley indicated that Ms. Barber provided a typed report in lieu of attending the meeting. He advised that Ms. Barber was attending a leadership meeting off-site.

Mr. Rowley indicated that the red envelope and white gift box placed at each member's seat were gifts from the EDA and the Economic Development Department. Mr. Rowley then turned the floor over to Ms. Browne.

- d. Ms. Browne recapped the Veterans Business Bootcamp event and stated that 70 people registered with 40 in attendance. She thanked the EDA members that were able to attend and stated that the veterans in attendance found great value in what was offered. Ms. Browne stated that the District 16 Regional Veterans Business of the Year Award was presented to Arete Consulting, a Stafford County business. Ms. Browne added that this business has been put in the running for State Virginia Business of the Year. She added that Stafford County businesses have won twice during her 4-year tenure as a county contractor.

Ms. Browne reminded the board that the next Beer and Business event would take place at Barley Naked on February 12th and will be sponsored by Always Flavored.

Ms. Browne stated that her team is in the planning stages for the 31st Annual Business Appreciation Reception, the largest event hosted by the EDA. She added that RFPs had been sent to three venues with a December 18th due date; once those are received, a venue will be selected. Ms. Browne noted that her team cross-referenced other events in the County and found that April 30 or May 7 are the most opportune dates. She added that May is Economic Development month, and these dates fall on Wednesdays when businesses are historically slower to encourage attendance. Ms. Browne stated that she will confirm the date of the event once the venue selection has been made. She stated that she would also ask past sponsors for first-right of refusal to fund the event at a cost of approximately \$15,000.

Ms. Browne asked to open the Awards Committee to discuss the 3 awards the EDA has produced, which are the Business of the Year Award, the Don Newlin Community Stewardship Award, and Innovation Award. Ms. Browne explained that Don Newlin served on the EDA for 48 years and is a notable community steward, thus the award was named after him in 2022. Ms. Browne asked the EDA to open the awards on January 1st with a closing date of March 3rd; she requested 2 EDA members to serve on the committee and passed around a sign-up sheet. Ms. Browne clarified that the sign-up sheet was for both Beer & Business and a maximum of 2 EDA members to serve on the



Awards Committee for the Business Appreciation Reception. She added that committee members would need to review approximately 30 applications with the aid of a PowerPoint presentation in March to make selections. Mr. Rowley suggested Ms. Holland serve on this committee and stated she agrees.

Mr. Rowley asked Ms. Browne what venues were being considered to host the reception. Ms. Browne stated the Stafford Airport, Potomac Point Winery, and the Quantico Corporate Center. She added that she tries to find different venues each year to spread the support around the county while keeping the event cost efficient. Mr. Rowley noted that past events held at the airport were very successful and Ms. Browne stated there might be occupancy limitations.

Ms. Browne concluded her report and asked for any questions. Mr. Jett asked for clarification on the names and criteria for each, specifically the Don Newlin Award, and stated the need for an award based on longevity as discussed the joint meeting with the Board of Supervisors. Ms. Browne stated that there is a campaign to address this need but there would not be an award at this time. Ms. Wimbush provided an overview of the campaign to honor business longevity in the county and how to integrate a shoutout to these businesses at the reception. She added that these businesses would receive decals that specify milestone years in business.

4. TREASURER'S REPORT

- a. Mr. Rowley stated that the October financials were already discussed at the last meeting and only required a vote. Mr. Roosa made a motion to approve the October 2024 Financial Report, Mr. Wilson seconded. Motion passed unanimously.

APPROVED 7-0

- b. Mr. Jett called everyone's attention to the cover letter for the November 2024 financials and highlighted the following:
 - i. Total cash increased from \$344,925.52 To \$748,707.75 largely due to the early payoff of the loan of approximately \$402,000.
 - ii. Total long-term loans owned to the EDA dropped by about \$403,000 which reflects the payoff of the long-term loan.
 - iii. Expenditures of more than \$500 are listed under expenditures as the new protocol for the EDA states. These expenses included a \$900 payment to the accounting firm, \$5,000 supporting the Black Chamber of Commerce, and \$2,000 for the Boards and Commissions holiday event.
 - iv. Any transfers of money now require 2 reviewers and signatures in addition to electronic documentation. Mr. Jett thanked Mr. Rowley for identifying the issue and addressing it with good stewardship and Ms. Barber for simplifying it.



- v. EDA members will be meeting with Stifel on January 10th to discuss investment options for the \$400,000 present in that account

Mr. Rowley added that Financial Policy Amendments would be discussed as listed later in the agenda. Mr. Rowley asked for a motion to approve the November 2024 Financial Report. Mr. Roosa made the motion, Mr. Wilson seconded. Motion passed unanimously. **APPROVED 7-0**

5. SECRETARY'S REPORT

Mr. Roosa stated that there was nothing significant to report.

6. CHAIRMAN'S REPORT

Mr. Rowley shared that the Fredericksburg Free Press printed that the EDA did not post their agenda. He added that this could be interpreted as the EDA not reporting properly and he wanted to make sure that was clarified.

Mr. Rowley informed the board that the EDA is still waiting for Kimberly Young's response regarding strategic planning. He added that he received correspondence from her yesterday stating she would prepare a proposal. Mr. Rowley stated that Ms. Barber identified a consulting firm that assists with strategic planning for Economic Development Authorities around the country who would be interviewed for possible collaboration. Mr. Rowley stated that the strategic planning session will likely be in April, but that will be confirmed when possible.

Mr. Rowley stated that there had been a fire reported at Eagle Village last week. He added that he had seen a similar situation in Fredericksburg wherein the Fredericksburg EDA offered support. Mr. Rowley suggested that the EDA consider offering disaster response for businesses. Ms. Wimbush suggested the Business Resource Committee offer support and added that she currently tracks structure fires, electrical emergencies, and other disasters that affect businesses. Mr. Roosa added that business insurance is a large component to consider and that businesses select different levels of coverage. Ms. Wimbush added that the Department contacted a business that was broken into recently to offer resources. Mr. Rowley suggested drafting a policy for these situations instead of addressing them on a case-by-case basis to treat all businesses equitably. Ms. Wimbush stated she would speak with Ms. Barber and report back to Mr. Jett and Mr. Weedeman.

Ms. Sellers approached the podium to offer consideration on behalf of the Planning Commission. She suggested the EDA work with Planning and Zoning to obtain data to proactively identify buildings that need infrastructure upgrades and how the EDA can contribute. Mr. Roosa stated that this should be approached with trepidation because of how insurance companies identify who is responsible for certain things. Mr. Weedeman added that businesses have the option of obtaining business interruption coverage. Ms. Sellers suggested the EDA take this idea to the Board of Supervisors, General Assembly, or



Congress to request additional funding. Mr. Rowley asked Ms. Sellers for clarification on who she represented, and she stated the Planning Commission. Mr. Rowley asked that Ms. Sellers and the Planning Commission provide a written recommendation to Ms. Barber for review. Ms. Sellers stated that she and the Planning Commission's function is not to compile a proposal, but rather produce data. Ms. Sellers stated she would speak with the Planning Commission, Planning & Zoning, and Supervisor Yeung and see what they say. Mr. Rowley presented an article regarding the Transportation Impact Fee put forward by the county. He asked that copies be made and disseminated.

Mr. Rowley stated that the EDA received correspondence from Alice Hunter of the Citizens Business Advisory Committee for Stafford Schools requesting project funding. Mr. Rowley said he would contact the assistant head of the school system to see if the EDA should provide support outside of the school system itself.

7. COMMITTEE AND WORKING GROUP REPORTS

- a. Loan Committee: Ms. Brunette provided an update on the Santana Holdings? filings. She stated her colleague is appearing in court today regarding a motion for default judgment to find the defendants in default for the full amount of damages. Ms. Brunette's colleague will provide Ms. Baber with an update.
- b. Business Resources Committee: Ms. Wimbush offered to read aloud the request from the Business Acumen Series (BAS); Mr. Jett and Mr. Weedeman accepted.

Ms. Wimbush stated that the BAS is requesting continued support from the Business Resource Committee based on serving 31 businesses since 2023 and adding 10 new business attendees in 2024. Ms. Wimbush further stated that the EDA has almost exhausted the number of seats purchased over the last 2 years—90 out of 100. She added that the BAS states they are using 2 years of data to attract new businesses and offer credentials based on seminars attended. Ms. Wimbush concluded with the BAS's request for the EDA to continue to purchase 50 seats for \$9,000 which has a retail cost of \$13,750; these seats rollover from year-to-year.

Mr. Jett and Mr. Weedeman both expressed their support for this request. Ms. Holland asked for clarification on how the seats would be used by the EDA. Ms. Wimbush stated that she refers businesses to the BAS and that Ms. Browne markets the BAS on behalf of the Department. Ms. Browne added that the BAS classes for the coming year have both increased and diversified. Mr. Roosa made a motion to purchase 50 additional seats from the BAS; Ms. Holland seconded. Motion passed unanimously. **APPROVED 7-0**



Mr. Roosa asked Ms. Wimbush if business recommendations for seats with the BAS be filtered through her; she said yes.

- c. Research Committee: [covered in the Chairman's Report]
- d. Technology Committee: Nothing to report.

4. PUBLIC PRESENTATIONS

b. Mr. Kiraly introduced himself to the board and apologized for arriving late due to traffic. He began explaining the Financial Compliance Report and stated that it contained an unmodified opinion. Mr. Kiraly continued with the Management Discussion Analysis and described this as a narration of changes that occurred over the fiscal year. He then stated that the EDA did not have any material weaknesses, compliance findings, etc.

Mr. Kiraly continued onto the Board Report and stated that there were no delays to the audit. He stated that there was one deposit that appeared to be from 2023 but was not performed until 2024. He added that this did not rise to the threshold of a finding but was provided as a general note. Mr. Kiraly stated that he communicated any new compliance requirements to the EDA's bookkeeper to ensure compliance. He concluded by thanking Jack and the rest of the EDA for their assistance with the audit.

Mr. Roosa asked Mr. Kiraly to clarify why GAS principles were discussed initially and then GAP. Mr. Kiraly stated that GAS stands for Government Auditing Standards and GAP is Government Auditing Principles and that the government operates under both procedures.

Mr. Rowley commented that the audit process went well with contributions from Ms. Kasten, Ms. Barber, and Mr. Jett. He expressed his pleasure at the lack of findings.

Mr. Porcelli asked Mr. Kiraly what standards the audit was required to meet. Mr. Kiraly stated that the audit complied with state and federal compliance requirements. Mr. Rowley stated that the EDA previously used its own auditing firm, but now uses the same firm as the county. Mr. Roosa asked Mr. Kiraly what standard the EDA's audit would be help accountable to. Mr. Kiraly stated that the audit meets state compliance requirements. Mr. Porcelli asked if there is a report that certifies the EDA's compliance. Mr. Kiraly stated the audit report itself would be that certification.

8. OLD BUSINESS



- a. Mr. Porcelli made a motion to accept the audit report as presented. Mr. Roosa seconded. Motion passed unanimously. **APPROVED 7-0**

Mr. Jett commended Mr. Rowley on his role in the audit process and overall leadership. Mr. Jett noted that an unmodified opinion is what is aimed for.

- b. Mr. Rowley stated that the EDA was concerned with how large dollar transfers between banks are currently handled. He said that currently, any authorized person, so any member of the board, can perform a transfer. Mr. Rowley explained that the new process would mirror the check approval process which requires two board member signatures. He stated that the bank would be instructed to obtain this documentation to perform the transfer.

Mr. Roosa suggested revising the policy to note that, although the EDA is using the currently listed vendors, the EDA is not required to use these vendors indefinitely. Mr. Jett suggested adding a footnote at the bottom of the policy. Mr. Roosa made a motion to amend the policy to add a disclaimer footnote and to accept the change in the bank transfer financial policy. Mr. Wilson seconded. Motion passed unanimously. **APPROVED 7-0**

9. NEW BUSINESS

- b. Mr. Rowley asked the board members if they had any questions about the MOU Draft. Mr. Roosa stated that he attempted to compare the initial information matrix document to the Draft MOU and found it difficult to match up the information 1:1. Mr. Rowley stated that Ms. Barber told him he would not have any issues with the document. Mr. Roosa made a motion to accept the MOU Draft as written. Mr. Wilson seconded. Motion passed unanimously. **APPROVED 7-0**

Mr. Rowley thanked board members and staff for their diligence, help, and hard work.

- a. Mr. Roosa inquired if the EDA had received feedback from the Joint Meeting with the Board of Supervisors. Ms. Browne stated that minutes from that meeting had not yet been approved. Ms. Wimbush added that Ms. Barber will offer information on the subject.

10. CLOSED SESSION

The group agreed there were no topics for closed session.

11. ADJOURNMENT

Mr. Roosa made a motion to adjourn the meeting. Mr. Porcelli seconded. Motion passed unanimously. **APPROVED 7-0**



Respectfully submitted,

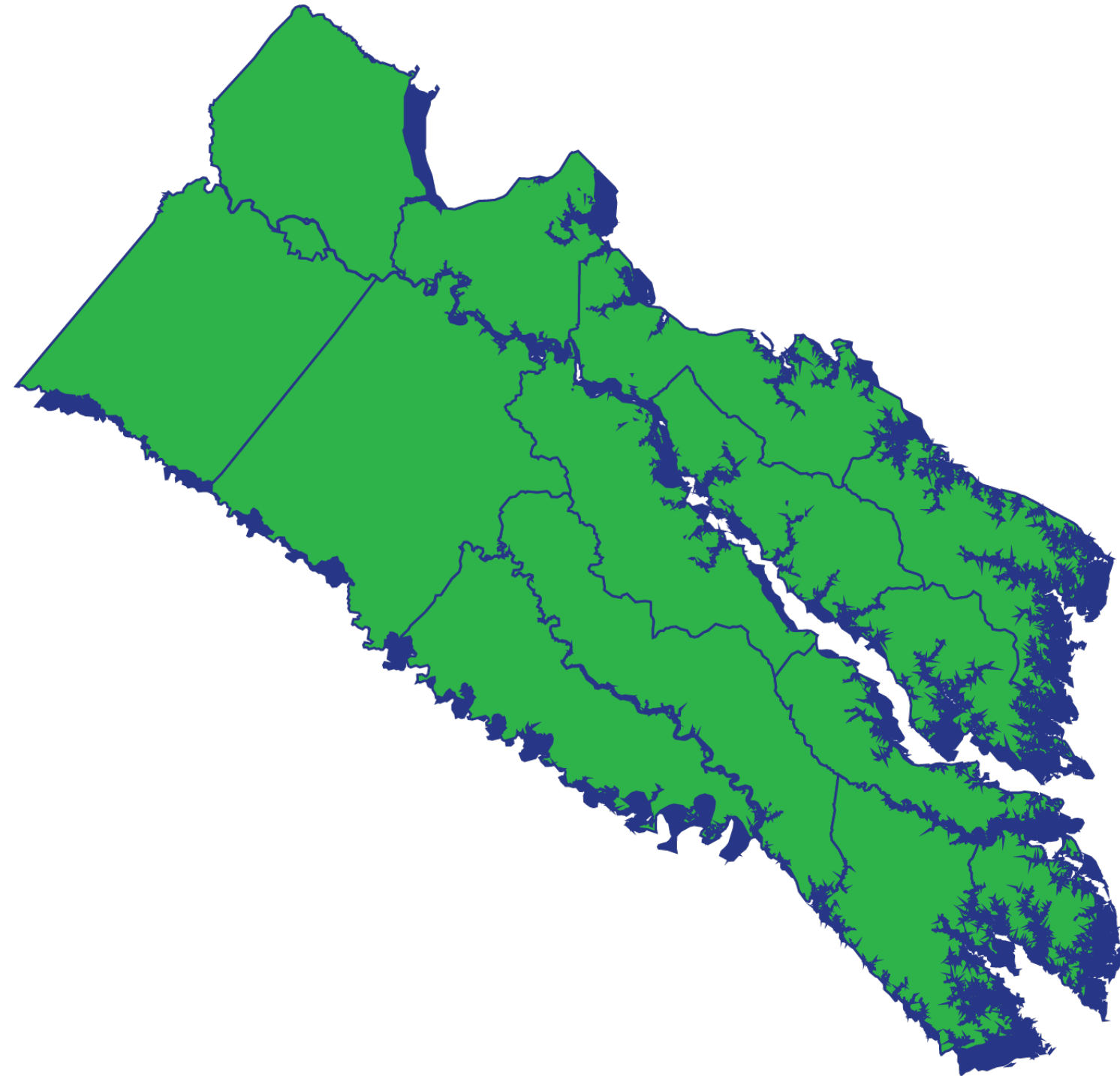
Jeff Roosa
EDA Secretary

DRAFT



3B

Rivers Region Entrepreneurial Ecosystem (RREE)



RREE Executive Director Brief to
Stafford County
Economic Development
Authority

10 January 2025

By
Michael Purello, P.E.
Executive Director

What's an Entrepreneurial Ecosystem



There are many definitions and opinions about the entrepreneur ecosystem. One definition is that it can be defined as a blend of social, economic, cultural, and political components coordinated in a way that enables productive entrepreneurship within a particular territory or a region. It is created to support the businesses and startups that are being commenced.

KAJAL THARWANI - 29 March 22

- Entrepreneurial support systems help connect entrepreneurs to valuable resources (both in and out of the region), mentors, and each other: **Entrepreneurs helping entrepreneurs.**
- Region 6 is complex and needs to be connected, centralized, and communicated to facilitate & ease the ability of entrepreneurs to start something new.

About the Rivers Region Entrepreneurial Ecosystem

The Fredericksburg Regional Alliance (FRA) was approved to establish a Rivers' Region Coordinating Council, now referred to as the Rivers Region Entrepreneurial Ecosystem Council (RREEC), a 501c3 entrepreneurial support organization serving Region 6. RREEC is led by a separate board which is made up of geographically diverse entrepreneurs, both high growth and main street. In May 2024, an Executive Director was hired to lead the RREE and started in mid-June.

RREEC VISION: *A connected Entrepreneurial Ecosystem that enhances the vibrancy of the Fredericksburg, Northern Neck, & Middle Peninsula regions.*

RREEC MISSION: *Bring new ventures into the region and build funding connections.*



Make it easy for Entrepreneurs to find Region 6 and establish businesses

Rivers Region Entrepreneurial Ecosystem Council



Beth Black
Founding Partner,
Foode



Michael Fitzpatrick
Freelance Consultant,
AdvisoryCloud



Joel Griffin
Founder/Partner,
Riphean Investments



Dr. Janet Gullickson
President, Germanna
Community College



Amit Kapoor
President & CEO,
First Line Technology



Elizabeth Povar
Principal,
The RiverLink Group



Curry Roberts
President, Fredericksburg
Regional Council

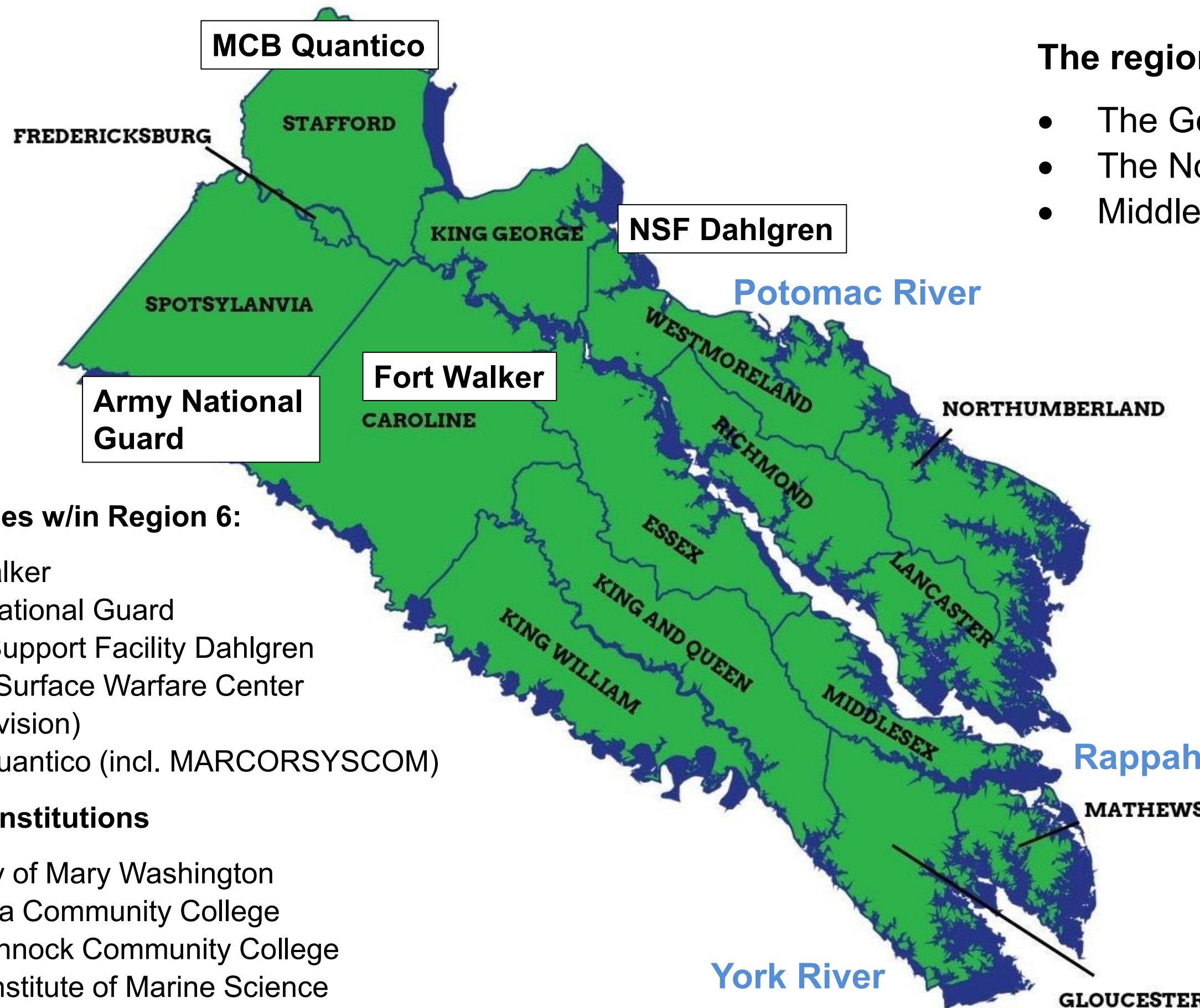


Jamie Scully
Senior Vice President,
Cushman & Wakefield/Thalhimer



Dr. Filiz Tabak
Dean, College of Business,
University of Mary Washington

About the Rivers Region Entrepreneurial Ecosystem



The region is made up of 3 planning districts:

- The George Washington Regional Commission
- The Northern Neck Planning District Commission
- Middle Peninsula Planning District Commission

- 14 counties, 11 towns, & 1 city encompassing over **4,000 square miles** of which are 663 square miles of water (16.3%).
- Over **500,000 residents** based on primarily 2022 census data.

Military bases w/in Region 6:

- Fort Walker
- Army National Guard
- Naval Support Facility Dahlgren (incl. Naval Surface Warfare Center Dahlgren Division)
- MCB Quantico (incl. MARCORSYSCOM)

Educational Institutions

- University of Mary Washington
- Germanna Community College
- Rappahannock Community College
- Virginia Institute of Marine Science
- Baliles Environmental Center

Towns and City:

- Bowling Green
- Colonial Beach
- Irrington
- Kilmarnock
- Montross
- Port Royal
- Tappahannock
- Urbanna
- Warsaw
- West Point
- White Stone
- City of Fredericksburg.

A 501(c)(3) nonprofit organization

Why a Rivers Region Entrepreneurial Ecosystem?

- In terms of population and workforce, **GoVA Region 6** (Fredericksburg, Northern Neck & Middle Peninsula Regions) can be **compared** to cities like Huntsville and Colorado Springs.
- Like our peer cities, our geography, talent pool, investment opportunities, and connection to research and defense bases makes for endless entrepreneurial possibilities.
- However, in entrepreneurial ventures, **we are lagging behind our peer cities**.
- In-part, this is due to a **lack of centralized support systems** that would play a critical role in **facilitating & easing** the ability of entrepreneurs to start something new.
- We need to **make it easy** for entrepreneurs to find us, start a business, hire employees, grow their business, and thrive. And we also want them to stay in Region 6.

Rivers Region Entrepreneurial Ecosystem Actions

- Engage with Stakeholders within the Region
- Participate in Economic Development Events
- Learn from successful ecosystems
- Create a website to facilitate communication across the Region
- Hire an Ecosystem Builder
- Develop initial recommendations and priorities and communicate these to stakeholders
- Identify funding needs for new strategies
- Develop a RREE Strategic Plan and an Implementation Plan
- Develop and submit GO Virginia Implementation grant proposal **(Early Fall 2025)**

RREE Actions to Date

Connect (with Stakeholders)

- Entrepreneurs
- Financial entities
- Academia
- Military
- Government entities

Will continue to connect, gather, and reach out, and begin populating the products discussed on the previous slide.

Gather (Information)

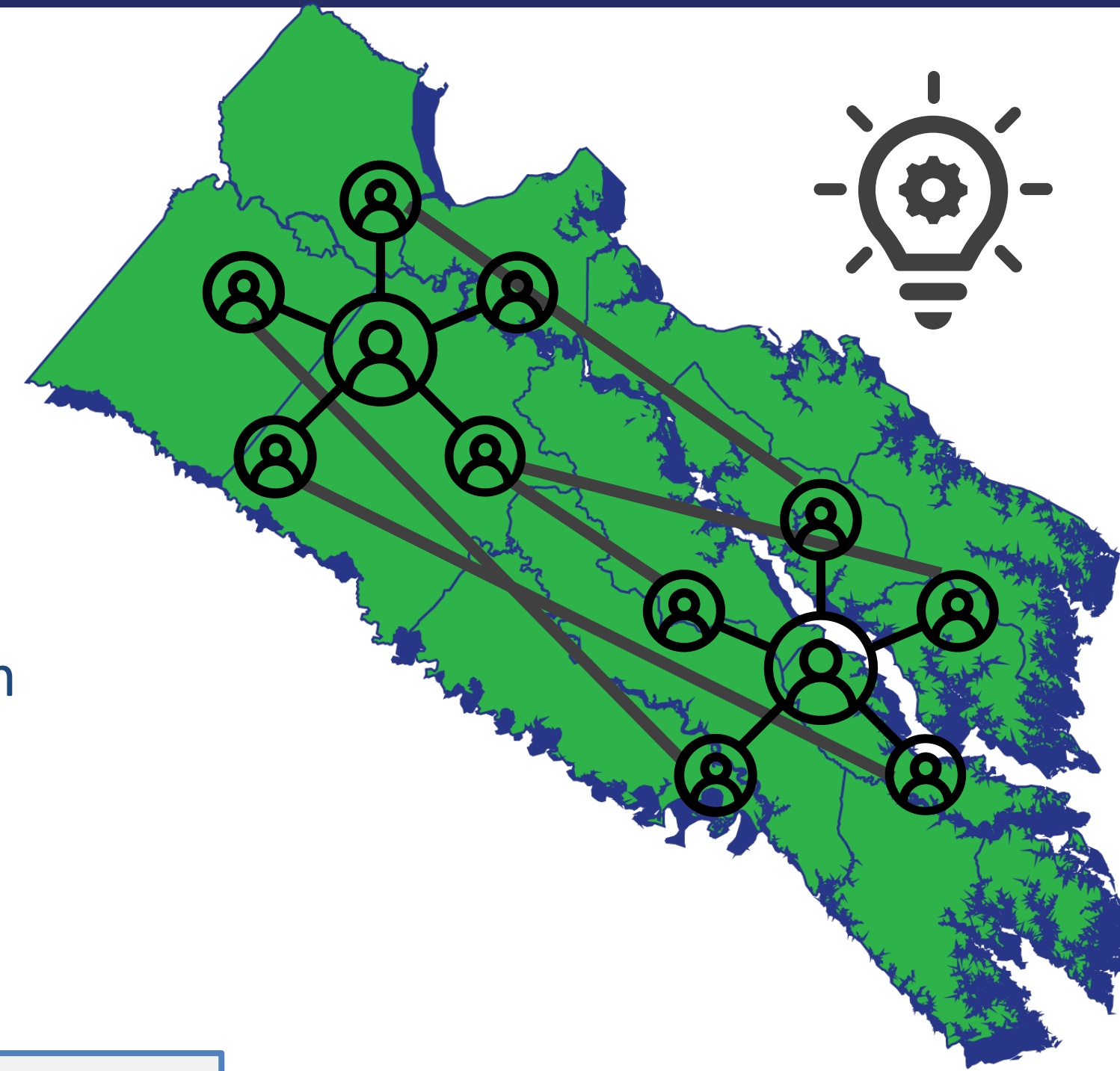
- Conversations with stakeholders, contacts at other ecosystems, research of other ecosystems, google searches, books, articles, trade magazines.

Reach Out (Community)

- Participation in economic development events, Tech Brews, VABCC, Baliles Center, Organizational Socials, Tech Bridge, Pod Casts, Collab visit, VIMS, etc.

Anticipated Results

- GO Virginia Implementation Grant Award
- Connected Stakeholders
- Entrepreneurs find it easier to come to our region
- Increase in Veteran and Minority owned businesses
- Free flow of information within the Region 6 area ecosystem
- Fewer businesses closing in the Region
- Increase in Startup Density



Lots of success stories!

Summary

A connected and centralized **entrepreneurial ecosystem** and the corresponding support systems will play a critical role in facilitating & easing the ability of entrepreneurs to start something new in the Rivers Region. This type of support will increase the chances for entrepreneurs to succeed and, in turn, **contribute to the region's economic growth**. Done right, the Region 6 Rivers Region Entrepreneurial Ecosystem will eventually become **self-sustaining**.

- Many connections have been made with individuals both inside and outside of the region.
- The RREE effort is being well received, the Council is very supportive, and a lot of folks are asking how they can help.
- Region 6 has a good entrepreneurial foundation in place, and we are not starting from scratch.

Michael Purello, Rivers Region Entrepreneurial Ecosystem Executive Director
mobile: (804) 517-0933 | mpurello@rrecosystem.org



3C

To: Stafford Economic Development Authority Board
From: Linzy Browne, Marketing & Events Contractor
Date: January 10, 2025
Subject: Update on Business Appreciation Reception Planning

Event Details

Date: Wednesday, May 7, 2025
Time: 5:00 PM - 7:00 PM
Location: Potomac Point Winery
Contract Estimate (NOT FINALIZED): \$10,340.32

Sponsorship Updates

The following sponsors have been offered the first right of refusal for the 2025 event:

- **Transurban**
- **North Point Development**
- **Germann**

Sponsorship Packages Available:

- 1. Title Sponsor (\$6,000):**
 - Premier logo placement (website, invitations, event signage, program, press, and social media)
 - Stage recognition (verbal thank-you, sponsor-provided banner, logo on giveaway product)
- 2. Refreshments Sponsor (\$4,000):**
 - Logo placement (website, refreshment area signage, custom cocktail napkins, event program)
 - Social media mentions and verbal stage recognition
- 3. Entertainment Sponsor (\$2,000):**
 - Logo placement (website, entertainment area signage, event program)
 - Social media mentions and stage recognition
- 4. Welcome Sponsor (\$1,000):**
 - Logo placement (website, event program)

- Verbal stage recognition

Awards Program

The following awards will be presented at the reception:

- **Business of the Year Award:**

This award is to honor a local Stafford business who exemplifies the quality and standards of business in Stafford. This awardee is recognized as a business that contributes to the economic growth and quality of life in Stafford and whose practices and professional conduct contribute to a sense of cooperation within the entire business community.

Some of the specific criteria that could be considered for this award include: a successful strategy, growth, community involvement, exceptional customer service.

- **Community Stewardship Award:**

This award distinguishes a business, organization or person who demonstrates selfless community care by carrying out and/or participating in community service projects. These projects may be industry related or non-industry related activities.

Some of the specific criteria that could be considered for this award include: volunteering of time, resources, monetary contributions, general philanthropic activity and service.

- **Innovation Award:**

This award recognizes big thinkers, action takers and creative problem solvers. This award is intended to honor true innovation from startups to established entities or individuals.

Some of the specific criteria that could be considered for this award include: new product or programs, and community impact solutions.

Award Process Timeline:

- **Application Link:** [Apply Here](#)
- **Opening Date:** January 10, 2025

- **Closing Date:** March 3, 2025
- **Committee Review:** Week of March 17, 2025
- **Plaque Order Deadline:** April 1, 2025

Award Review Committee Members:

- Janette Holland
- Jeff Roosa

Next Steps

1. Finalize sponsorship commitments from previous sponsors and promote remaining packages.
2. Launch award nominations on January 10, 2025, and publicize the application link.
3. Confirm committee meeting schedule for award review and coordinate plaque orders by the April 1 deadline.
4. Work with Potomac Point Winery to finalize event logistics and menu details.

Please let me know if you have any questions or additional suggestions for the event. Thank you for your continued support in making this year's Business Appreciation Reception a success.

-Linzy Browne



3D



Stafford County Procurement
 1300 Courthouse Road
 P.O. Box 339
 Stafford, Virginia 22555-0339

Request for Proposal (RFP) Cover Sheet	
RFP NUMBER	25002
TITLE	ECONOMIC DEVELOPMENT STRATEGIC PLAN
ISSUE DATE	AUGUST 19, 2024
CONTRACTS OFFICER:	THERESA HARRIS, CPPO, CPPB, VCO, VCCO
EMAIL ADDRESS	PROCUREMENT@STAFFORDCOUNTYVA.GOV
PHONE	540-658-5310

SOLICITATION DUE DATE	Sealed Proposals Will Be Received September 19, 2024, 11:00 AM (local time) , for providing consulting service to review and update the current Strategic Plan, as described herein. No late proposals will be accepted.
SERVICE(S) LOCATION	Stafford County, Virginia
CONTRACT TERM	Upon full execution through twelve (12) months.
PROPOSAL SUBMISSION	Electronic Submission. Proposals are to be submitted electronically, in the file format requested, via Electronic Virginia (eVA) website www.eVA.Virginia.gov . There is a 60MB size limit for each file. If you need assistance, please refer to the eVA site in advance of the submission deadline: https://eva.virginia.gov/get-help-customer-care-forms.html and/or call eVA Customer Care 1-866-289-7367.
INQUIRIES	All inquiries for information should be directed to the Contracts Officer above. All questions regarding the RFP must be received in writing on or before September 5, 2024 no later than 2:00 PM. Emails are to be sent to the Procurement team, at procurement@staffordcountyva.gov . The subject line must include RFP# 25002 or your question(s) may not be received and answered in a timely manner.
TERMS & CONDITIONS	This solicitation is subject to the provisions of the Stafford County Request for Proposals (RFP) and any attachments, exhibits, revisions or amendments thereto, which are hereby incorporated into this RFP in their entirety. If not attached, a copy of these terms and conditions is available for review at the Procurement Office. Special Terms and Conditions and Specifications attached shall also be part of your proposal. The RFP Package is available at no charge on the Commonwealth of Virginia's electronic procurement system, eVA. www.eva.virginia.gov . Please be observant of all RFP instructions and specifications.

By executing this RFP Cover Sheet, offeror acknowledges that they have read this RFP, understand it, and agree to be bound by its terms and conditions. The undersigned offeror hereby offers and agrees to furnish all goods and services required by this RFP and certifies that all information it has provided in response to this RFP is true, correct, and complete.

OFFEROR INFORMATION

Name of firm: _____ Date: _____

Address of firm: _____ ZIP: _____

By (signature): _____

Name (print): _____ Title (print): _____

Phone: _____ Fax: _____ Email address: _____

In accordance with Virginia Code § 2.2-4343.1, as amended, Stafford County does not discriminate against faith-based organizations. The County does not discriminate against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law.

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NOTE TO PROSPECTIVE OFFERORS:

- By submitting a proposal, the offeror:
 - Agrees to abide by all conditions of this Request for Proposal (RFP) and certifies that the offeror is authorized to sign this proposal;
 - Certifies that the accompanying proposal is not the result of, or affected by, any unlawful act of collusion with another person or company engaged in the same line of business or commerce, or any act of fraud punishable under Virginia Code § 18.2-498.1, et seq. Furthermore, the offeror understands that fraud and unlawful collusion are crimes under the Virginia Governmental Frauds Act, the Virginia Government Bid Rigging Act, the Virginia Antitrust Act, and Federal Law, and can result in fines, prison sentences, and civil damage awards; and
 - Certifies that the accompanying proposal is in compliance with applicable provisions of the State and Local Government Conflict of Interests Act (Virginia Code § 2.2-3100, et seq.). Specifically, without limitation, no County employee or a member of the employee’s immediate family shall have a proscribed personal interest in a contract; and that the accompanying proposal is in accordance with applicable provisions of the Virginia Public Procurement Act, Art. 6 Ethics in Public Contracting (Virginia Code § 2.2-4367, et seq.), and any other applicable law as set forth therein.
- Please note the meaning of the following terms as used in this RFP:
The term “offeror” as referenced in this solicitation refers to the individual or firm preparing and submitting a proposal in response to this Request for Proposals. The term “Contractor” or “contractor” refers to an individual or firm that has entered into an agreement to provide goods or services to Stafford County, Virginia, its officers, employees and agents (the “County”). In addition, it also refers to a firm who, when awarded the contract, will be responsible for the good and services required, as a result of this solicitation.

I. PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified offerors to provide to review and update the *2015 Economic Development Strategic Plan* and create a new five-year Economic Development Strategic Plan (Plan) for the Department of Economic Development.

The County of Stafford is seeking a qualified firm or individual with significant experience working with economic development strategic plans to identify and consider any new or reallocated resources from the current strategic plan to determine the updated Plan's direction.

II. BACKGROUND

A. Stafford County is rapidly becoming an urban community and currently ranks as one of the fastest growing counties in the State and the nation. Stafford County desires to maintain its progress toward becoming the Commonwealth of Virginia's premier community. The County encompasses 173,000 acres, of which 30,500 are utilized by the federal government for the Quantico Marine Corps Reservation. The estimated population of Stafford County is 163,380.

Located halfway between Washington, D.C. and Richmond, Stafford links two metropolitan cities with sophisticated assets. Set on the upper reaches of the Rappahannock and Potomac Rivers, Stafford County boasts raw beauty, recreation, and neighborhoods with a remarkable sense of place. Interstate 95 runs through Stafford. Stafford is home to Marine Corps Base Quantico, the FBI, and NCIS.

B. Stafford County is closed the following days*:

New Year's Day	Martin Luther King Jr. Day
Presidents Day	Memorial Day
Juneteenth	Independence Day
Labor Day	Columbus Day
Election Day	Veterans Day
Thanksgiving (including the Wednesday prior)	Christmas Day

*Additional days as may be determined by the Board of Supervisors

C. Existing Conditions

1. Stafford County has successfully implemented many of the short- and long-term strategies identified in the current plan. The implementation of new and revised recommendations will allow the County to continue to increase opportunities for growth for existing businesses as well as attract new businesses and employment opportunities.
2. The County's strategy is to identify specific actions to increase the tax base in Stafford County through new job opportunities, improve and create suggestions for new workforce development initiatives, increased commerce, encouragement of small businesses and entrepreneurship, enhance fiscal sustainability, create suggested incentives to bolster development in targeted economic development zones and targeted sectors, increase private investment throughout the County, and to create recommended actions for the Stafford Economic Development Authority (EDA) to best align with the strategic plan.
3. The continued goal is to maintain a collaborative approach to economic development throughout the community by partnering with both internal and external stakeholders. The result will be a work plan for implementing any changes and establishing metrics with which to measure outcomes.

4. The current plan Stafford County 2040 Vision can be found at: cdn.staffordcountyva.gov/CommunityEngagement/Stafford2040.pdf

III. **INFORMATION**

RFP Anticipated Timeline – for planning purposes only, subject to change

- | | |
|----------------------------------|------------------------------|
| 1. RFP Issue: | August 19, 2024 |
| 2. Questions Due | September 5, 2024 |
| 3. Proposal Submissions Due | September 19, 2024, 11:00 AM |
| 4. Review of Proposals | September 27, 2024 |
| 5. Discussion and/or Negotiation | October 4, 2024 |
| 6. Award | October 11, 2024 |

IV. **SCOPE OF SERVICES**

- A. General. The County seeks to contract with one experienced and qualified firm or individual that specializes in providing the Services described herein. The selected Offeror (Consultant) shall provide all labor, material, equipment, supplies, services and ancillary items to provide an updated Economic Development Strategic Plan (Plan). The overall responsibility and scope of work for the Consultant is to review and update the *2015 Stafford County Economic Development Strategic Plan* in accordance with the below requirements. The Plan shall:
1. Incorporate modern economic development best practices. The Proposal must address how the Consultant intends to ensure that the prepared Plan reflects current best practices, and employ emerging technological support to ensure an implementable strategy is presented to the Board of Supervisors and Stafford’s business community. The Consultant shall provide specific recommendations on appropriate metrics that demonstrate economic development success.
 2. Provide a high-level comparison of Stafford Economic Development operations against similar Virginia localities. Comparison shall include, but is not limited to, budget, employment, functional areas that should be covered, and related data.
 3. Be responsive to the priorities of Stafford’s economic development partners, including the Board of Supervisors. The Proposal must address how the Offeror intends to include Stafford’s economic development partners in the preparation of the Plan and how they intend to vet the prepared Plan with these stakeholders.
 4. Must be organizationally comprehensive and effectively bring all pieces of Economic Development Strategic Planning timeline together. The Proposal must address how each of the functional areas within the Economic Development department, and the broader County government team, will be included within the Plan they prepare. Functional areas within the department include Business Attraction, Business Expansion & Retention, Entrepreneurial & Small Business Development, Marketing, and Operations (administrative and technological support).
 5. Creation of applicable and suggested incentive packages as a crucial part of the Economic Development Strategic Plan. The incentive packages may reflect the target industry sectors and economic development zones that are recommended in the Plan. Consideration should also be given to

restaurants to align with the Board of Supervisors strategic plan item 3.2 “Build a strategic effort to incentivize and attract new restaurants across the community.”

6. Consider current workforce development relationships and initiatives, recommend new and improved ways to bolster those relationships and suggest new and improved workforce development initiatives that will assist with reaching other strategic plan goals set in the Plan.
7. Include recommendations for the Stafford County Economic Development Authority so they can use the suggestions to best carry out programs, grants, incentives, events, etc. to align with the Plan as presented.
8. Implementation of the Plan shall be trackable. The Offeror shall identify goals and milestones to track implementation of the Plan's recommendations and address how these goals and milestones will be collected and reported.
9. The proposal must include an initial fee proposal (see Attachment F) and general timeline, subject to adjustment based upon the final scope of work; and a roster of all personnel who will likely be involved with this work, including their role in this effort, their credentials, and relevant accomplishments. Virginia experience is preferred. The proposal should also include at least three (3), but not more than five (5) recent relevant examples of similar plans in which the proposer as either lead or played a significant role.
10. Be consistent and compatible with everything included within this solicitation. The proposal must address how the Offeror intends to ensure the Plan they prepare will meet the County's goals.

B. Outcomes.

1. The draft updated Economic Development Strategic Plan will be scheduled for presentation to the Board of Supervisors. The proposal must address how the Offeror plans to ensure that a viable draft plan is delivered. Once the feedback has been received, an updated Plan is acted upon by the Board of Supervisors for their final action. The Consultant will be required to present the revised document to the Board of Supervisors.
2. Transparency is an important part of the *Economic Development Strategic Plan*. Therefore, a marketing plan for the communication of the Plan to the Stafford County constituents is required. In addition, an easy-to-read, one-page graphic to illustrate the main points of the Plan is also required for use in marketing purposes and communication to the public.
3. All draft documents shall be presented to the Director of Economic Development Department by February 1, 2025.
4. All final documents of the updated *Economic Development Strategic Plan*, shall be provided electronically to the Director of the Economic Development Department no later than March 18, 2025, and will be presented to the Stafford County Board of Supervisors no later than April 1, 2025.

C. Related Documents and Documentation.

1. In creating the *Economic Development Strategic Plan*, a number of other important and applicable Stafford County documents should be integrated to ensure consistency and compatibility, to include:
 - Stafford County 2040 Vision

- The Comprehensive Plan 2016-2036 Document
 - Retail Strategies Retail Analysis & Retail Recruitment Study
 - The Capital Improvement Program
2. Lastly, the *Economic Development Strategic Plan* must also be consistent and compatible with the following internal County administrative efforts:
- *Stafford County's Organizational Vision and the 6 Core Behavioral Values* is an administrative philosophy developed by County leadership to position the County to better serve its citizens.
 - The Economic Development departmental reorganization was to better align departmental initiatives, operations, and budgeting. It is expected that the *Economic Development Strategic Plan* will include specific recommendations and associated metrics for additional departmental realignments, if warranted.
3. Each of these documents, studies, and efforts has relevance to an update of the County's *Economic Development Strategic Plan*. An understanding of these documents, studies, and efforts is required in order to craft an update of the *Economic Development Strategic Plan*. This understanding also needs to be augmented by information obtained from our economic development partners, including:
- Stafford County Board of Supervisors
 - Stafford County Economic Development Authority
 - Stafford County Planning Commission
 - Stafford County Utilities Commission
 - The Stafford Technology and Research Park Board of Directors
 - Fredericksburg Regional Alliance
 - Fredericksburg Area Metropolitan Planning Organization
 - George Washington Regional Commission
 - Fredericksburg Regional Chamber of Commerce

These partners, and the community at large, should be given an opportunity to weigh in our plan formation.

V. MINIMUM QUALIFICATIONS

Offerors must demonstrate the following minimum qualifications for consideration and include evidence of the following in its proposal:

- A. A satisfactory record of performance.
- B. A satisfactory plan of operation addressing the offeror's path to achieve the objectives of the County's purpose; intended planning; quality performance; and clear and concise operating programs.
- C. A satisfactory history of performing work of a similar nature, size and scope.

VI. OFFEROR'S INSTRUCTIONS

- A. Submission and Receipt of Proposals. Unless otherwise specified in the solicitation, all proposals must include the Cover Sheet which has been signed by the individual authorized to bind the offeror. Proposals will not be accepted via fax or email.
1. Electronic Submission. Proposals are to be submitted electronically, in the file format requested, via Electronic Virginia (eVA) website: www.eVA.Virginia.gov. There is a 60MB size limit for each file. If you need assistance, please refer to the eVA site in advance of the submission deadline: <https://eva.virginia.gov/get-help-customer-care-forms.html> and/or call eVA Customer Care 1-866-289-7367. Offerors are advised to not wait until the last minute to upload its proposal.
 2. Proposal Package. Each offeror responding to this RFP must supply all the documentation required in the RFP. Failure to provide documentation with the Offeror's response to the RFP may result in the disqualification of the Offeror's proposal. **If an Offeror invokes any proprietary and/or confidential information in accordance with paragraph VIII.D.4., Proprietary Information, a redacted version of the Offeror's proposal shall be uploaded and identified as "Redacted" and include a completed Attachment D, along with the Offeror's full proposal response.**
 3. Accommodation. If you are an individual with a disability and require a reasonable accommodation, please notify the Procurement Office at (540) 658-5313, three working days prior to need.
- B. Offeror Qualifications. Nothing herein is intended to exclude any responsible firm or in any way restrain or restrict competition. On the contrary, all responsible firms are encouraged to submit proposals. Any requirements listed herein are intended to describe qualifications, certifications and/or experience considered to be vital and should be used as guidelines for proposal submission. Firms or individuals not meeting specific requirements listed herein are encouraged to list and/or demonstrate alternate qualifications, certifications and/or experience for consideration.
- C. Addenda. The County may issue an addendum to modify or add to the terms of the RFP, or to change the time or date for submission. A signed copy of the addendum must be included as part of your proposal response. Any such addendum will be issued by the County and posted on the eVA page. Each offeror is responsible to verify for itself if any addendum has been issued prior to submission of its proposal; the County is not responsible to notify offerors of the issuance of an addendum.
- D. Proposal Format. In order to facilitate the analysis of responses to this RFP, offerors should prepare the proposal in accordance with the instructions outlined in this subsection and should structure the proposal so that it contains identifiable tabs/sections detailing proposed services.
1. The proposal response shall be separated into the following sections:
 - a. Section A Required RFP Documents
 - ✓ Introduction letter
 - ✓ Signed RFP Cover Sheet
 - ✓ Completed Attachment A-Virginia State Corporation Commission (SCC) form
 - ✓ Completed Attachment B- References
 - ✓ Completed Attachment C- Small and Minority Business Enterprises form
 - ✓ Completed Attachment D- Trade Secret and Proprietary Information Form
 - ✓ Signed Addenda, if any
 - ✓ Attachment E Sample Contract for Services (provided for reference only, does not need to be returned with proposal responses)

- b. Section B Offeror's Qualifications
 - ✓ Executive Summary. Provide a brief summary of your overall organization including type of entity (e.g. corporation, partnership, etc.), governing board/executives, principals and key personnel, participation in professional organizations, and related narrative. Offeror should clearly identify the primary contact for the Offeror including name, address, telephone number(s) and email address.
 - ✓ Provide the Offeror's experience in providing economic development plans and strategies and detailed experience with this scope of work and (if applicable) subconsultants' qualifications and roles.
 - ✓ Provide evidence of financial stability.
 - c. Section C Offeror's Proposed Plan of Operation
 - ✓ Provide a written narrative that responds to the proposal requirements in this solicitation.
 - ✓ Provide detailed methodology for implementation and execution of the services and any transition requirements.
 - ✓ Provide experience and qualifications of key staff who will be assigned to this project.
 - ✓ Provide information regarding available resources.
 - d. Section D Offeror's History of Successful Performance.
 - ✓ Offeror shall include at least three (3) references with current addresses and contact information of similar projects that the Offeror has provided similar services within the past five (5) years.
 - ✓ Number of years the Consultant has been in business under its current name and any predecessors.
 - e. Section E Offeror's proposed costs, fees, and other cost or pricing related information.
As a separate attachment. Provide a complete schedule of all costs and prices associated with the performance of the services required.
2. Offeror's responses should be prepared as simply as possible with straightforward, concise descriptions of their capabilities to satisfy the requirements of this RFP. Elaborate presentations, color displays, or promotional materials are not needed. Emphasis should be concentrated on accuracy, completeness, and clarity of content. All information should be presented in a non-technical format to ensure understanding. All responses should be tailored specifically for the County.
 3. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material.
 4. The County is under no obligation to consider or negotiate information or documentation that is submitted that is not in compliance with the requirements herein; however, the County may, in its sole discretion, consider and/or negotiate such submissions.
- E. Proposal Period. Proposals will remain valid for a period of one-hundred fifty (150) calendar days after the date specified for receipt of proposals.

VII. BASIS FOR AWARD

- A. **Competitive Negotiation.** This RFP is being utilized for competitive negotiation. Under the competitive negotiation process, a contract may be awarded to the responsible offeror whose proposal is determined to be the most advantageous to the County, taking into consideration price and the evaluation factors set forth in the RFP. The County reserves the right to make multiple awards as a result of this solicitation.
- B. **Selection Committee.** A Selection Evaluation Committee (“Committee”) has been established to review and evaluate all proposals submitted in response to this RFP. The Committee shall conduct a preliminary evaluation of all proposals on the basis of the information provided with the proposal, and the evaluation criteria listed below.
- C. **Contact with Selection Committee.** No offeror, including any of their representatives, subcontractors, affiliates and interested parties, shall contact any member of the Committee or any person involved in the evaluation of the proposals. Committee members will refer any and all calls related to this procurement to the Contracts Officer named on the front of the RFP. Failure to comply with this directive may, at the sole discretion of the County, result in the disqualification of an offeror from the procurement process.
- D. **Presentations and Negotiation.** Based on the results of the preliminary evaluation, the highest rated offeror(s) may be invited by the Director of Procurement, or designee, to make oral presentations to the Committee. This Committee will then conduct a final evaluation of the proposals. Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the RFP, including price if so stated in the RFP. Negotiations shall then be conducted with each of the offerors so selected. After negotiations have been conducted with each offeror so selected, the County shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. Should the County determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The Committee will make appropriate recommendations to the Procurement Office, prior to actual award of contract. Contract award is subject to the approval of the Stafford County Board of Supervisors.
- E. **Proposal Evaluation Criteria.** The following criteria will be utilized in the evaluation of proposal to be considered in the award of this contract. Individual criteria have been assigned a weight to reflect relative importance.

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Criteria	Weight
1. Expertise, qualifications and experience of the Offeror in all aspects of preparation of economic development strategic planning.	20 pts
2. Offeror's understanding of the project and approach to the services required as specified in the Scope of Work	20 pts
3. Ability to effectively coordinate with the internal and external stakeholders	20 pts
4. Documented ability to successfully complete similar projects on time and within budget.	20 pts
5. Completeness and quality (readability, understandability, logical flow of information, etc.) of the Proposal	10 pts
6. Costs and fees.	5 pts
7. References.	5 pts
Total	100 pts

F. On-Site Visits. The County reserves the right to make on-site visitations to assess the capabilities of individual offerors and to contact references provided with the proposal. The Director of Procurement, or designees, may arrange for discussions with firms submitting proposals, if required, for the purpose of obtaining additional information or clarification.

G. Review of Proposals.

1. Offerors are advised that, in the event of receipt of an adequate number of proposals, which, in the opinion of the Director of Procurement, or designee, require no clarifications and/or supplementary information, such proposals may be evaluated without further discussion. Consequently, offerors should provide complete, thorough proposals with the offerors most favorable terms. Should proposals require additional clarification and/or supplementary information, offerors should submit such additional material in a timely manner.
2. The County may cancel this RFP or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous.

VIII. GENERAL CONDITIONS

A. Insurance Requirements. In addition to any other forms of insurance or bonds required in the RFP, the contractor shall provide and maintain the following insurance:

1. Workers' Compensation and Employer's Liability: Workers' Compensation insurance in accordance with statutory requirements, and Employer's Liability insurance in limits of not less than \$500,000 (each employee) or a maximum limit of \$1,000,000, to protect the contractor from any liability or damages for any injuries (including death and disability) to any and all of its employees, including any and all liability or damage which may arise by virtue of any statute or law in force within the Commonwealth of Virginia.
2. Automobile Liability: A minimum of \$2,000,000 combined single limit for each occurrence for property damage liability and bodily injury liability including death in Automobile Liability coverage. The policy

shall cover all persons involved, at any time, and arising out of the ownership, maintenance, or use of owned, non-owned, borrowed, leased, rented, or hired automobiles. In addition, all mobile equipment used by the contractor in connection with the contracted work, will be insured under a standard Automobile Liability policy. The Garage Keeper's Liability coverage shall also be maintained where appropriate.

3. Comprehensive General Liability: Comprehensive General Liability insurance at a minimum \$1,000,000 per occurrence, written on an occurrence basis, including ongoing and completed operations; contractual liability; and \$2,000,000 general aggregate. In addition, Comprehensive General Liability policy shall include a per project aggregate endorsement. Completed project aggregate endorsement shall continue in force for three years following completion of the contract.
 4. Reserved.
 5. Additional insurance provisions that apply to all contracts include:
 - a. Additional Insured: The Stafford County Board of Supervisors, its officers, employees, agents, and volunteers shall be named as Additional Insured on the Automobile and Comprehensive General Liability coverage listed above, and it shall be stated on the insurance certificate that this coverage "is primary and non-contributory to all other coverage the County may possess."
 - b. Liability Insurance "Claims Made" basis: If the liability insurance purchased by the contractor has been issued on a "claims made" basis, the contractor must comply with the following additional conditions. The limit of liability and the extensions to be included as described previously in these provisions, remain the same. The contractor must either:
 - i. Agree to provide certificates of insurance evidencing the above coverage for a period of two years after final payment for the contract. This certificate shall evidence a "retroactive date" no later than the beginning of the contractor's or sub contractor's work under the contract, or
 - ii. Purchase the extended reporting period endorsement for the policy or policies in force during the term of the contract and evidence the purchase of this extended reporting period endorsement by means of a certificate of insurance or a copy of the endorsement itself.
 6. Excess or Umbrella Liability Policy: Liability insurance may be arranged by Comprehensive General Liability and Automobile Liability policies for the full limits required, or by a combination of underlying liability policies for lesser limits with the remaining limits provided by an Excess or Umbrella Liability policy.
 7. Contractor shall provide shall provide thirty days (30) notice of cancellation of any insurance policy. Each of the policies shall include a waiver of subrogation against Stafford County, its officers, employees, agents and volunteers.
 8. The insurance specified herein shall be with an insurance company acceptable to the parties hereto and licensed to do business in the Commonwealth of Virginia. All insurance must be obtained before any work is commenced and kept in effect until its completion. If any of the work is sublet, similar insurance shall be obtained by or on behalf of the subcontractor to cover their operation.
 9. Current insurance certificates documenting compliance with these coverage requirements shall be provided to the Contracts Officer prior to the award of the contract.
- B. Cooperative Procurement.
Intentionally Omitted
- C. Proprietary Information. All proceedings, records, contracts and other public records relating to procurement transactions shall be open to the inspection of any citizen, or any interested person, firm or corporation, in

accordance with the Virginia Freedom of Information Act, Virginia Code § 2.2-3700 et seq., except as provided below:

1. Cost estimates relating to a proposed procurement transaction prepared by or for a public body shall not be open to public inspection.
 2. Any competitive negotiation offeror, upon request, shall be afforded the opportunity to inspect proposal records within a reasonable time after the evaluation and negotiations of proposals are completed but prior to award, except in the event that the public body decides not to accept any of the proposals and to reopen the solicitation. Otherwise, proposal records shall be open to public inspection only after award of the contract.
 3. The County reserves the right to impose restrictions over the inspection of procurement transaction records to ensure the security and integrity of the records.
 4. Trade secrets or proprietary information submitted by an offeror in connection with a procurement transaction shall not be subject to the Virginia Freedom of Information Act (§ 2.2-3700 et seq.) if the offeror has (i) invoked the protections of this section prior to or upon submission of the data or other materials, (ii) identified the data or other materials to be protected, and (iii) stated the reasons why protection is necessary. An offeror shall not designate as trade secrets or proprietary information (a) an entire proposal; (b) any portion of a proposal that does not contain trade secrets or proprietary information; or (c) line item prices or total proposal prices.
- D. Invoices. Invoices for goods and services ordered and delivered shall be submitted by the contractor to the remittance address shown on the purchase order. All invoices shall show the contract number, description of the goods and services, and contract price as applicable. The County's obligation to pay amounts due under the contract shall be contingent upon receipt of invoices in sufficient detail to permit identification of the goods and services.
- E. Changes.
1. The County may, at any time, by written order, require changes in the services to be performed by the contractor. If such changes cause an increase or decrease in the contractor's cost of, or time required for, performance of any services under this contract, an equitable adjustment shall be made and the contract shall be modified in writing accordingly. The County Director of Procurement, or designee, must approve all changed work within the contract scope.
 2. No services for which an additional cost or fee will be charged by the contractor shall be furnished without the prior written authorization of the County Director of Procurement, or designee.
- F. Delays and Suspensions.
1. The County may direct the contractor, in writing, to suspend, delay, or interrupt all or any part of the work of this contract for the period of time deemed appropriate for the convenience of the County. The County will extend the contractor's time of completion by a period of time that in the discretion of the County Director of Procurement, or designee, is reasonably suited for completion of work. The County may further amend the contract by mutual agreement for any increase in the cost of performance of the contract (excluding profit) resulting solely from the delay or suspension of the contract. No adjustment shall be made under this clause for any delay or interruption resulting from any other cause, including the fault or negligence of the contractor.
 2. If the County does not direct the contractor, in writing, to suspend, delay, or interrupt the contract, the contractor must give the County Director of Procurement, or designee, written notice if the County fails

to provide data or services that are required for contract completion by the contractor. The County may extend the contractor's time of completion by a period of time that in the discretion of the County Director of Procurement, or designee, is reasonably suited for completion of work. The County may further amend the contract by mutual agreement for any increase in the cost of performance of the contract (excluding profit) resulting solely from the delay or suspension of the contract. No adjustment shall be made under this clause for any delay or interruption resulting from any other cause, including the fault or negligence of the contractor.

3. The contractor shall continue its work on other phases of the project or contract, if in the sole discretion of the County Director of Procurement, or designee, such work is not impacted by the County's delay, suspension, or interruption. All changes to the work plan or project milestones shall be reflected in writing as a contract amendment.
- G. Quality Expectation Statement. The County, through its quality initiative, is a recognized leader in providing quality goods and services at the most effective cost possible. Therefore, the County fully expects, requires, and shall hold the contractor and its agents, employees, representatives, and subcontractors, responsible for, and accountable to, the highest quality standards of professional workmanship, goods and services. In the spirit of the County's total quality improvement initiative, the contractor shall be expected to perform or provide goods and services with a target of "zero defects – zero rework."
- H. Small, Women-Owned, And Minority-Owned Business Use. The County strongly encourages increasing opportunity for use of small or minority businesses in all aspects of procurement to the maximum extent feasible. Where it is practicable for any portion of the awarded contract to be subcontracted to other suppliers, the contractor is encouraged to offer such subcontracting opportunities to small, women, and minority businesses.
- I. Delivery FOB Destination. Any goods provided pursuant to this RFP shall be delivered FOB Destination to the County using department, at the time and place specified in the contract documents. Unless otherwise specified in the solicitation each case, container, package, etc., delivered under the contract must be plainly marked, stating the contractor's name, purchase order number, and delivery address as indicated in the order. No deliveries will be accepted on Saturdays, Sundays and holidays, unless previous arrangements have been made.
- J. Safety.
1. The contractor, its employees and subcontractors shall comply with all current applicable local, state and federal policies, regulations and standards relating to occupational health and safety, including, by way of illustration and not limitation, the standards of the Virginia Occupational Safety and Health (VOSH) Compliance Program administered by the Virginia Department of Labor and Industry (DOLI). The provisions of all rules and regulations governing safety as adopted by the Safety Codes Commission of the Commonwealth of Virginia and issued by DOLI under Title 40.1 of the *Code of Virginia* shall apply to all work under the contract. The contractor shall provide, or cause to be provided, all technical expertise, qualified personnel, equipment, tools and material to safely accomplish the work specified and performed by the contractor.
 2. The contractor shall provide a supervisor at each job site who is competent, qualified, and authorized on the worksite, and who is familiar with policies, regulations and standards applicable to the work being performed. The supervisor shall be capable of identifying existing and predictable hazards in the surroundings or working conditions which are hazardous or dangerous to employees or the public, and shall be capable of ensuring compliance with all applicable safety and health regulations, and shall have the authority and responsibility to take prompt corrective measures, which may include removal of the contractor's employees from the work site.

3. Any activities of the contractor determined to be hazardous by the County, shall be immediately discontinued by the contractor upon receipt of either a written or verbal notice from the County to discontinue such activities.
 4. If requested by the County Department Director, the contractor shall provide a written health and safety plan for the project or services prior to proceeding with work.
- K. Taxes. The County is exempt from payment of Federal Excise Tax and State and Local Sales and Use Tax on all tangible personal property purchased or leased by the County for its use or consumption. Tax exemption certification will be furnished upon request. Contractors are not exempt from paying taxes on these materials and supplies, as they are considered to be a cost of doing business and should be considered in pricing when preparing a proposal.
- L. Officials Not to Benefit. Each offeror shall certify, upon signing the proposal, that to the best of their knowledge no County official or employee having official procurement responsibility as provided in Article 6 of the Virginia Public Procurement Act, Virginia Code § 2.2-43-67 et seq., as amended, and the Stafford County Procurement Policy, or member of their immediate family, has received or will receive any financial benefit of more than nominal or minimal value relating to the award of this contract. If such a benefit has been received or will be received, this fact shall be disclosed with the proposal or as soon thereafter as it appears that such a benefit will be received. Failure to disclose the information prescribed above may result in suspension or debarment, or rescission of the contract, or could affect payment pursuant to the terms of the contract.
- M. Authorization to Conduct Business in The Commonwealth. An offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 of the Code of Virginia shall include in its proposal the identification number issued to it by the State Corporation Commission. Any offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law shall include in its proposal a statement describing why the offeror is not required to be so authorized. Any offeror described herein that fails to provide the required information shall not receive an award unless a waiver of this requirement and the administrative policies and procedures established to implement this paragraph is granted by the County Administrator.
- N. W-9 Form. In the event of a contract award, this information is required in order to issue purchase orders and payments to the offeror. A copy of this form can be downloaded from the IRS website:
<https://www.irs.gov/pub/irs-pdf/fw9.pdf>
- O. Contract Execution. The contract entered into pursuant to this RFP, hereinafter referred to as the “contract,” is for the initial term and any renewal set forth on the front of the RFP. The offeror shall be required to execute the attached Standard Contract for Goods and Services (Attachment E), under the established pricing, and incorporating the terms and conditions of this RFP.
- P. Contract Renewal.
Intentionally Omitted.
- Q. Contract Extension. The County has the right to extend this contract for up to one hundred eighty (180) days following the final term on the Contract.

END OF REQUEST FOR PROPOSAL

ATTACHMENT A – State Corporation Commission

Virginia State Corporation Commission (SCC) registration information.

The Offeror, _____:

[] is a corporation or other business entity with the following SCC identification number:

_____ **-OR-**

[] is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

[] is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from offeror’s out-of-state location) **-OR-**

[] is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned offeror’s current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the County reserves the right to determine in its sole discretion whether to allow such waiver): []

Authorized Signature

Date

Title

ATTACHMENT B – References

Name of Firm: _____

A minimum of three (3) references is required. Reference projects shall be for work of similar size, scope, and character, preferably with other public entities.

1. Project Name: _____

Project Description: _____

Business Name: _____

Name of Contact: _____

Phone: _____ Email: _____

2. Project Name: _____

Project Description: _____

Business Name: _____

Name of Contact: _____

Phone: _____ Email: _____

3. Project Name: _____

Project Description: _____

Business Name: _____

Name of Contact: _____

Phone: _____ Email: _____

ATTACHMENT C – Small and Minority Business Enterprises

RFP No. _____

SMALL AND MINORITY BUSINESS ENTERPRISES

The Procurement Policies and Regulations of Stafford County, Virginia and relevant Federal and State Laws, Orders and Regulations, require Stafford County to ensure that its procurement practices are non-discriminatory and promote equality of opportunity for Small Women-Owned, Minority-Owned, and Service Disabled Veteran-Owned (SWaM) Business Enterprises.

Definitions:

Small Business: For the purposes of this document a small business concern is one which, regardless of ownership or control:

- (a) does not exceed two-hundred and fifty (250) employees.; or
- (b) gross annual income does not exceed ten (10) million.
- (c) is independently owned and operated (not subsidiary of another firm).

SWaM Business: A business entity which is operated and controlled by a minority:

- (a) The terms "operated and controlled" shall mean that the managerial and official staff of this entity shall be comprised of minority persons, sufficient in ratio and gross earnings to demonstrate that the business transactions are, in fact, controlled by minority persons; and that the primary power, direct or indirect, to influence the management of this entity shall rest with minority persons or a corporation, partnership, or sole proprietorship in which minority persons collectively own operate, control and share in earnings of fifty-one (51%) percent (51%) or more of such an enterprise.
- (b) SWaM entities shall be defined as provided in Virginia Code § 2.2-4310, as amended. PLEASE CHECK THE FOLLOWING INFORMATION RELEVANT TO YOUR FIRM:

SWaM Business Firm: Yes No

Small Business Firm: Yes No

The above information is requested for statistical purposes only. All Offeror responses will receive equal consideration for evaluation and award.

CONTACT FOR ADMINISTRATION:

NAME: _____

ADDRESS (OFFICE): _____

TELEPHONE (OFFICE): _____

EMAIL: _____

ATTACHMENT D – Proprietary Information and Trade Secrets

TRADE SECRETS/PROPRIETARY INFORMATION IDENTIFICATION

IF NO PROTECTION IS NEEDED STATE “N/A” ON THE TABLE BELOW AND SIGN.

Trade secrets or proprietary information submitted by any Offeror in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act, however, the Offeror must invoke the protection of §2.2-4342(F) of the Code of Virginia, in writing, prior to or upon submission of the data or other materials, and must clearly and specifically identify the data or other materials to be protected, and state the reasons why protection is necessary. **The proprietary or trade secret material submitted must be identified by the Offeror on the table below.** If the Offeror fails to identify any protected information on the table below, the Offeror by return of this form, hereby releases the County and all of its employees from any and all claims, damages, demands or liabilities associated with the County’s release of such information, and agrees to indemnify it for all costs, expenses and attorney’s fees incurred by the County as a result of any claims made by Offeror regarding the release of such information. By submitting its proposal, Offeror understands and agrees that any language seeking protection from public disclosure, any specific documents or information, unless identified on the table below, are null and void and of no legal or binding effect on the County. The classification of line item prices, and/or total bid prices as proprietary or trade secrets is not acceptable. If, after being given reasonable time, the Offeror refuses to withdraw such a classification designation, the proposal will be rejected.

SECTION / TITLE	PAGE NUMBER(S)	REASON FOR WITHHOLDING FROM DISCLOSURE

NAME OF FIRM: _____

SIGNATURE: _____

**STANDARD CONTRACT FOR
[SAMPLE]
Contract No. 25002**

This Stafford County Standard Contract for Economic Development Strategic Plan Services (“Standard Contract”) is entered into by and between the Board of Supervisors of Stafford County, Virginia, or its authorized agents, and the Contractor identified below for services identified herein, on the following terms and conditions. This Standard Contract is prepared in accordance with Chapter 20 of the Stafford County Code.

1. Definitions.

As used in this Standard Contract, the term “County” shall mean the Board of Supervisors of Stafford County, Virginia, its officers and employees. As used in this Standard Contract, the term “Contractor” shall mean:

**Company Name as per SCC
Address 1
Address 2**

2. Contract Documents.

The Contract Documents consist of this Standard Contract, together with exhibits and amendments issued or applicable thereto (collectively, “Contract Documents” or “Contract”). The following exhibit(s) shall be part of the Contract Documents:

- a. Exhibit A: Request for Proposals, dated
- b. Exhibit B: Contractor’s Proposal Response, dated
- c. Exhibit C: (TBD as needed upon execution)

Where the terms of this Standard Contract vary from the terms and conditions of the other Contract Documents, the terms and conditions of this Standard Contract shall take precedence over any other Contract Document. The Contract is not valid unless executed by a duly-authorized agent of the Contractor and the County.

3. Provision of Services.

The Contractor hereby agrees to provide consulting services to review, update, and revise the Economic Development Strategic Plan, (“Services”) described in Exhibit A in accordance with the terms and conditions of the Contract Documents. No aspect of the Services shall be deemed complete until it is accepted by the using County department (“Department”).

4. Contract Term.

The period of the Contract shall be for a period of twelve months from the date of execution by the County.

5. Contract Pricing.

The County will pay the Contractor in accordance with the terms of the Payment paragraph below, based on the pricing set forth in Exhibit X, for Services provided by the Contractor, as described and required in the Contract Documents, and accepted by the County.

6. Payment.

Payment will be made by the County to the Contractor (1) after receipt by the Department of an invoice detailing the Goods and Services provided by the Contractor, and (2) after said Goods and Services have been accepted by the County. The Department will either approve the invoice or require corrections. The County reserves the right to withhold any or all payments or portions thereof for Contractor's failure to perform in accordance with the provisions of the Contract or any subsequent modifications. The interest rate for any late payments shall accrue at rate of one percent (1%) per month. The County shall not be required to pay or reimburse Contractor for any costs including, but not limited to, reasonable attorneys' fees, incurred by Contractor to collect any overdue amounts, unless said costs are ordered by a court of competent jurisdiction.

7. Purchase Orders.

County purchases are authorized only if a County Purchase Order is issued in advance of the transaction. The County will not be liable for payment for any purchases made by its employees without appropriate purchase authorization issued by the County Director of Procurement or designee ("Contracts Officer"). If the Contractor provides Services without a signed County Purchase Order, it does so at its own risk and expense.

8. Ownership of Documents and Materials.

Ownership of all materials and documentation including videos, DVDs, negatives, studies, reports, drawings, specifications, technical memoranda, assessments, and copies of any calculations and analyses (including electronic files) prepared pursuant to this Contract shall belong exclusively to the County. These materials and documentation, whether completed or not, shall be the property of the County, whether the work for which they are made is executed or not, and all such materials shall be returned to the owner upon completion, termination, or cancellation of this Contract. The Contractor shall not use these materials on any other work or release any information about these materials without the express written consent of the County.

Any videos, DVD, negatives or other documents prepared by the Contractor in the performance of its obligations under the resulting Contract shall be the exclusive property of the County of Stafford, and all such materials shall be returned to the owner upon completion, termination, or cancellation of this contract. The Contractor shall not use, willingly allow, or cause such materials to be used for any purpose other than performance of all Contractor's obligations under the resulting contract without the prior written consent of the County of Stafford. Documents and materials developed by the Contractor under the resulting contract shall be the property of the County of Stafford; however, **the Contractor may retain copies, which cannot be used without prior written consent of the County. The County of Stafford agrees that the Contractor shall not be liable for any damage, loss, or injury resulting from the future use of the provided documents for other than the project specified, when the Contractor is not the firm of record.**

9. Delivery and Inspection

Intentionally Omitted.

10. Assignability of Contract.

It is mutually understood and agreed that the Contractor shall not assign, transfer, convey, sublet or otherwise dispose of his or her contractual duties to any other person, firm or corporation, without the previous written consent of the Contracts Officer. If the Contractor desires to assign its right to payment of the Contract, Contractor shall notify the Contracts Officer immediately, in writing, of such assignment of right to payment. In no case shall such assignment of contract relieve the Contractor from its obligations or change the terms of the Contract.

11. Non-Appropriation of Funds.

The obligations of the County to pay compensation due to the Contractor pursuant to the Contract or any other payment obligations under any contract awarded pursuant to this Contract are subject to appropriations by the Stafford County Board of Supervisors to satisfy payment of such obligations. The County's obligations to make payments during subsequent fiscal years are dependent upon the same action. If such appropriation is not made for any fiscal year, the Contract shall terminate effective at the end of the fiscal year for which funds were appropriated and the County will not be obligated to make any payments under the Contract beyond the amount appropriated for payment obligations under the Contract. The County will provide Contractor with written notice of non-appropriation of funds 30 days after action is completed by the Board of Supervisor, but failure to give such notice shall be of no effect and the County shall not be obligated under the Contract beyond the date of non-appropriation.

12. Termination for Convenience.

- a. The parties agree that the County may terminate the Contract, or any portion thereof, or delivery of goods required hereunder, from time to time either in whole or in part, whenever the County Administrator of Stafford County shall determine that such termination is in the best interest of the County.
- b. Termination, in whole or in part, shall be effected by delivery of a Notice of Termination signed by the County Administrator or his designee, mailed or delivered to the Contractor, and specifically setting forth the effective date of termination.
- c. Upon receipt of such Notice, the Contractor shall:
 - i. cease any further deliveries of Services due under the Contract, on the date, and to the extent, which may be specified in the Notice;
 - ii. place no further orders with any subcontractors except as may be necessary to perform that portion of the Contract not subject to the Notice;
 - iii. terminate all subcontracts except those made with respect to contract performance not subject to the Notice;
 - iv. settle all outstanding liabilities and claims which may arise out of such termination, with the ratification of the County Contracts Officer; and
 - v. use its best efforts to mitigate any damages which may be sustained by him as a consequence of termination under this clause.
- d. After complying with the provisions of subparagraph (c), above, the Contractor shall submit a termination claim, in no event later than six (6) months after the effective date of termination, unless one or more extensions of three (3) months each are granted by the County Contracts Officer.
- e. The Contracts Officer shall pay from the Department's budget reasonable costs of termination, including a reasonable amount for profit on Services completed. In no event shall this amount be greater than the original Contract price, reduced by any payments made prior to Notice of

Termination, and further reduced by the price of the Services not provided. The Contract shall be amended accordingly, and the Contractor shall be paid the agreed amount, but no amount shall be allowed for anticipated profit on unperformed Services.

- f. In the event that the parties cannot agree on the amount to be paid to the Contractor by reason of termination under this clause, the Contracts Officer shall pay to the Contractor the amounts determined as follows, without duplicating any amounts which may have already been paid under the preceding paragraph of this clause:
 - a. with respect to all contract performance prior to the effective date of Notice of Termination, the total of:
 - (A) the cost of Services performed;
 - (B) the cost of settling and paying any reasonable claims as provided in paragraph (c) (iv), above; and
 - (C) a sum as profit on (A) determined by the Contracts Officer to be fair and reasonable.
 - b. the total sum to be paid under (i) above shall not exceed the contract price, as reduced by the amount of payments otherwise made, and as further reduced by the contract price or Services not terminated. In addition, no amount shall be allowed for anticipated profit on unperformed Services.
- g. In the event that the Contractor is not satisfied with any payments which the Contracts Officer shall determine to be due under this clause, the Contractor may dispute any claim in accordance with Paragraph 28 of this Standard Contract concerning Disputes.
- h. When termination for the convenience of the County is a provision of the Contract, the Contractor shall include similar provisions in any subcontract, and shall specifically include a requirement that subcontractors make all reasonable efforts to mitigate damages which may be suffered. Failure to include such provisions shall bar the Contractor from any recovery from the County whatsoever for loss or damage sustained by a subcontractor as a consequence of termination for convenience.

13. Termination for Default.

If, through any cause, the Contractor fails to fulfill in a timely and proper manner its obligations under the Contract, or if the Contractor violates any of the covenants, agreements, or stipulations of the Contract, the County shall have the right to terminate the Contract. Any such termination shall be effected by mailing or delivery to the Contractor of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. In such event all finished or unfinished documents, data, studies, surveys, drawings, maps, models, and reports prepared by the Contractor under the Contract shall, at the option of the County, become its property and the Contractor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents.

Termination of the Contract for Cause does not relieve the Contractor of liability to the County for damages sustained by the County by virtue of any breach of contract by the Contractor until such time as the exact amount of damages due to the County from the Contractor is determined.

14. Payment to Subcontractors.

In accordance with Virginia Code § 2.2- 4354, as amended, the Contractor is obligated to take one of the two following actions within seven days after receipt of amounts paid to the Contractor by the County for work performed by any subcontractor under this Contract:

- a. Pay the subcontractor for the proportionate share of the total payment received from the County attributable to the work performed by the subcontractor under the Contract; or
- b. Notify the County and the subcontractor, in writing, of the Contractor's intention to withhold all or a part of the subcontractor's payment with the reason for nonpayment.

The Contractor is obligated to pay interest to the subcontractor on all amounts owed by the Contractor to the subcontractor that remain unpaid after seven days following receipt by the Contractor of payment from the County for work performed by the subcontractor under the Contract, except for amounts withheld as allowed in subparagraph (b), above. Unless otherwise provided under the terms of the Contract, interest shall accrue at the rate of one percent per month.

The Contractor shall include in each of its subcontracts, if any are permitted, a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor. The Contractor's obligation to pay an interest charge to a subcontractor pursuant to this paragraph may not be construed to be an obligation of the County. A Contract modification may not be made for the purpose of providing reimbursement for such interest charge. A cost reimbursement claim may not include any amount for reimbursement for such interest charge.

All Contractors, if a proprietorships, partnerships, and/or corporations, shall provide the County with its federal employer identification number, or if an individual contractor, their social security number.

15. Examination of Records.

- a. The Contractor agrees that the County, or any duly authorized representative, shall, until the expiration of five (5) years after final payment hereunder, have access to and the right to examine and copy pertinent books, documents, papers, and records of the Contractor involving transactions related to the Contract.
- b. The Contractor further agrees to include in any subcontract for more than \$10,000 entered into as a result of the Contract, a provision to the effect that the subcontractor agrees that the County or any duly authorized representative shall, until the expiration of five (5) years after final payment under the subcontract, have access to and the right to examine and copy pertinent books, documents, papers and records of such sub-contractor involved in transactions related to such subcontract, or the Contract. The term subcontract as used herein shall exclude subcontracts or purchase orders for public utility services at rates established for uniform applicability to the general public.
- c. The period of access provided in subparagraphs (a) and (b) above for records, books, documents and papers which may relate to any arbitration, litigation, or the settlement of claims arising out of the performance of the Contract or any subcontract shall continue until any appeals, arbitration, litigation, or claims shall have been finally disposed of.

16. Compliance with Laws.

The Contractor shall comply with all applicable federal and state laws, and with all County ordinances and requirements.

17. Authorization to Conduct Business in the Commonwealth.

A Contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia, or as otherwise required by law. Any business entity described above that enters into a contract with Stafford County shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required by Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the Contract. Stafford County may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this paragraph.

18. Employment Discrimination Prohibited.

During the performance of the Contract, the Contractor agrees to not discriminate against the Contractor's employees or applicants for employment in accordance with the requirements of Virginia Code § 2.2-4311, as amended, said requirements are incorporated herein as if stated in their entirety.

19. Employment of Unauthorized Aliens Prohibited.

In accordance with Virginia Code § 2.2-4311.1, as amended, the Contractor acknowledges that it does not, and shall not during the performance of this Contract for Services in the Commonwealth, knowingly employ an unauthorized alien as that term is defined in the federal Immigration Reform and Control Act of 1986.

20. Drug-Free Workplace.

During the performance of the Contract, the Contractor agrees to provide a drug-free workplace for the Contractor's employees in accordance with the requirements of Virginia Code § 2.2-4312, as amended, said requirements are incorporated herein as if stated in their entirety.

21. Nondiscrimination Clause.

In accordance with Virginia Code § 2.2-4343.1, as amended, the County does not discriminate against faith-based organizations. The County does not discriminate against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law.

22. Non-Visual Access.

In accordance with Virginia Code § 2.2-3502, as amended, all information technology, which is purchased or upgraded by the County under any the Contract, must comply with the following access standards from the date of purchase or upgrade until the expiration of the Contract:

- a. Effective, interactive control and use of the technology (including the operating system), applications programs, and format of the data presented, shall be readily achievable by nonvisual means;
- b. the technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom the blind or visually impaired individual interacts;
- c. Nonvisual access technology shall be integrated into networks used to share communications among employees, program participants, and the public; and
- d. The technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by

persons who are not blind or visually impaired. A covered entity may stipulate additional specifications in any procurement.

Compliance with the nonvisual access standards set out in this paragraph is not required if the Board of Supervisors determines that (i) the information technology is not available with nonvisual access because the essential elements of the information technology are visual and (ii) nonvisual equivalence is not available.

23. Contractor Status.

The Contractor is an independent contractor and neither the Contractor nor its employees or subcontractors will, under any circumstances, be considered employees, servants, partners, or agents of the County except for such purposes as may be specifically enumerated herein, nor shall anything contained in the Contract be construed to create any partnership or joint venture between the parties. The Contractor is solely responsible for the employment, selection, management, and supervision of its own participants and for ensuring that its participants abide by all applicable rules for security, safety and general conduct. The Contractor shall maintain exclusive control over its operations. The County will not provide to the Contractor any insurance coverage or other benefits, including workers' compensation, normally provided by the County for its employees.

24. General Warranty.

The Contractor agrees to:

- a. Save the County, its agents and employees harmless from liability of any nature or kind for the use of any copyrighted or uncopied composition; secret process, patented or unpatented; invention; article or appliance furnished or used in the performance of a contract for which the Contractor is not the patentee, assignee, licensee or owner.
- b. Warrant that when the Contract includes a software license, or use of licensed software, the Contractor is the owner of the Software or otherwise has the right to grant to the County the license to use the Software granted through the Contract without violating or infringing any law, rule, regulation, copyright, patent, trade secret or other proprietary right of any third party.
- c. Protect the County against latent defective material or workmanship and to repair or replace any damages or marring occasioned in transit or delivery.
- d. Furnish adequate protection against damage to all work and to repair damages of any kind to the building or equipment, to his or her own work or to the work of other contractors, for which his or her workers are responsible.
- e. Pay for all permits, licenses and fees and give all notices and comply with all laws, ordinances, rules, regulations, and policies of the County.
- f. Protect the County from loss or damage to County owned property while it is in the custody of the Contractor.

25. Service Warranty.

The Contractor agrees to:

- a. Furnish Services described in the manner and subject to conditions of the Contract Documents, provided that the County may reduce the Services at any time.
- b. Enter upon the performance of Services with all due diligence and dispatch, assiduously press to its complete performance, and exercise therein the highest degree of skill and competence.
- c. All Services shall be rendered in strict conformance to all laws, statutes, and ordinances and the applicable government rules, regulations, methods, and procedures.

- d. Allow Services to be inspected or reviewed by Department staff at any reasonable time and place selected by the County. The County is under no obligation to compensate Contractor for any Services not rendered in strict conformity with the Contract.
- e. Stipulate that the presence of a Department staff shall not lessen the obligation of the Contractor for performance in accordance with the contract requirements, or be deemed a defense on the part of the Contractor for infraction thereof. Department staff are not authorized to revoke, alter, enlarge, relax, or release any of the requirements of the Contract Documents. Any omission or failure on the part of the Department staff to disapprove or reject any work or material shall not be construed to be an acceptance of any such defective work or material. Notification of an omission or failure will be documented by the Contracts Officer.

26. Insurance.

- a. In addition to any other forms of insurance or bonds required in the Contract Documents, the Contractor shall provide and maintain the following insurance.
 - (i) **Workers' Compensation and Employer's Liability:** Workers' Compensation insurance in accordance with statutory requirements, and Employer's Liability insurance in limits of not less than \$500,000 (each employee) or a maximum limit of \$1,000,000, to protect the Contractor from any liability or damages for any injuries (including death and disability) to any and all of its employees, including any and all liability or damage which may arise by virtue of any statute or law in force within the Commonwealth of Virginia.
 - (ii) **Automobile Liability:** A minimum of \$2,000,000 combined single limit for each occurrence for property damage liability and bodily injury liability including death in Automobile Liability coverage. The policy shall cover all persons involved, at any time, and arising out of the ownership, maintenance, or use of owned, non-owned, borrowed, leased, rented, or hired automobiles. In addition, all mobile equipment used by the Contractor in connection with the contracted work, will be insured under a standard Automobile Liability policy. The Garage Keeper's Liability coverage shall also be maintained where appropriate.
 - (iii) **Comprehensive General Liability:** Comprehensive General Liability insurance at a minimum \$1,000,000 per occurrence, written on an occurrence basis, including ongoing and completed operations; contractual liability; and \$2,000,000 general aggregate. In addition, Comprehensive General Liability policy shall include a per project aggregate endorsement. Completed project aggregate endorsement shall continue in force for three years following completion of the Contract.
- b. Additional insurance provisions that apply to all Contracts include:
 - (i) **Additional Insured:** The Stafford County Board of Supervisors, its officers, employees, agents, and volunteers shall be named as Additional Insured on the Automobile and Comprehensive General Liability coverage listed above, and it shall be stated on the Insurance Certificate that this coverage "is primary and non-contributory to all other coverage the County may possess."
 - (ii) **Liability Insurance "Claims Made" basis:** If the liability insurance purchased by the Contractor has been issued on a "claims made" basis, the contractor must comply with the following additional conditions. The limit of liability and the extensions to be included as described previously in these provisions, remain the same. The Contractor must either:

1. Agree to provide certificates of insurance evidencing the above coverage for a period of two years after final payment for the contract. This certificate shall evidence a "retroactive date" no later than the beginning of the contractor's or sub contractor's work under the Contract, or
 2. Purchase the extended reporting period endorsement for the policy or policies in force during the term of the Contract and evidence the purchase of this extended reporting period endorsement by means of a certificate of insurance or a copy of the endorsement itself.
- (iii) **Excess or Umbrella Liability Policy:** Liability insurance may be arranged by Comprehensive General Liability and Automobile Liability policies for the full limits required, or by a combination of underlying liability policies for lesser limits with the remaining limits provided by an Excess or Umbrella Liability policy.
- c. The Contractor shall provide shall provide thirty days (30) notice of cancellation of any insurance policy. Each of the policies shall include a waiver of subrogation against Stafford County, its officers, employees, agents and volunteers.
 - d. The insurance specified herein shall be with an insurance company acceptable to the parties hereto and licensed to do business in the Commonwealth of Virginia. All insurance must be obtained before any work is commenced and kept in effect until its completion. If any of the work is sublet, similar insurance shall be obtained by or on behalf of the subcontractor to cover their operation.
 - e. Current insurance certificates documenting compliance with these coverage requirements shall be provided to the Contracts Officer prior to the award of any Contract.

27. Indemnification.

- a. **General Indemnification.** Contractor must indemnify, keep and save harmless, and defend the County, its agents, officials, employees, and volunteers against Claims that may accrue or arise against the County as a result of the granting a contract, if the Claim was caused by the negligence or error, or omission of the Contractor, its employees, its subcontractor, or its subcontractor's employees. As used in this paragraph, a Claim includes: injuries, death, damage to property, breach of data security, suits, liabilities, judgments, or costs and expenses. Upon request by the County, the Contractor must at its own expense: appear, defend, and pay all attorney's fees and all costs and other expenses related to the Claim. If, related to a Claim, any judgment is rendered against the County or a settlement reached that requires the County to pay money, the Contractor must at its own expense satisfy and discharge the same. Contractor expressly understands and agrees that any performance bond or insurance protection required by this Contract, or otherwise provided by the Contractor, does not limit the Contractor's responsibility to indemnify, keep and save harmless, and defend the County as provided in this Contract.
- b. **Intellectual Property Indemnification.** In addition to the General Indemnification, Contractor will indemnify the County for and defend the County against third-party claims for infringement of any valid United States patent, trademark or copyright by the Contractor's products, software, services, or deliverables. Contractor must indemnify the County for any loss, damage, expense or liability, including costs and reasonable attorney's fees that may result by reason of any such claim. In the event of a claim covered by this subparagraph, and in addition to all other obligations of Contractor in this paragraph, Contractor must at its expense and within a reasonable time: (i) obtain a right for the County to continue using such products and software, or allow Contractor to continue performing the Services; (ii) modify such

products, software, services or deliverables to make them non-infringing; or (iii) replace such products or software with a non-infringing equivalent. If, in the Contractor's reasonable opinion, none of the foregoing options is feasible Contractor must immediately notify the County and accept the return of the products, software, services, or deliverables, along with any other components rendered unusable as a result of the infringement or claimed infringement, and refund to the County the price paid to Contractor for such components as well as any pre-paid fees for the allegedly infringing services, including license, subscription fees, or both. Nothing this paragraph, however, relieves the Contractor of liability to the County for damages sustained by the County by virtue of any breach of contract related to a third-party infringement claim.

- c. Right to Participate in Defense. The County may, at its sole expense, participate in the defense or resolution of a Claim. Contractor will have primary control of the defense and resolution of the Claim, except when such defense or resolution requires the County to (i) admit liability or wrongdoing; or (ii) to pay money. In either of these cases Contractor must obtain the County's prior written consent before entering into such settlement or resolution.
- d. No Indemnification by the County. The parties agree that under applicable law the County cannot indemnify or defend the Contractor. To the extent any promise or term contained in this Contract, including any exhibits, attachments, or other documents incorporated by reference therein, includes an indemnification or obligation to defend by the County, that promise or term is stricken from this Contract and of no effect.

28. Force Majeure.

- a. A party is not liable for failure to perform the party's obligations if such failure is as a result of acts of God (including fire, flood, earthquake, storm, hurricane or other natural disaster), war, invasion, act of foreign enemies, hostilities (regardless of whether war is declared), civil war, rebellion, revolution, insurrection, military or usurped power or confiscation, terrorist activities, nationalization, government sanction, blockage, embargo, strikes at national level or industrial disputes at a national level, or strike or industrial disputes by labor not employed by the affected party, its subcontractors or its suppliers and which affect an essential portion of the Contract, but excluding any industrial dispute which is specific to the performance of the Contract, interruption or failure of electricity or telephone service.
- b. If a party asserts force majeure as an excuse for failure to perform the party's obligation, that party must immediately notify the other party in writing giving full particulars of the event of force majeure and the reasons for the event of force majeure preventing that party from, or delaying that party in performing its obligations under this Contract and that party must use its reasonable efforts to mitigate the effect of the event of force majeure upon its or their performance of the Contract and to fulfill its or their obligations under the Contract.
- c. An event of force majeure does not relieve a party from liability for an obligation which arose before the occurrence of that event, nor does that event affect the obligation to pay money in a timely manner which matured prior to the occurrence of that event.
- d. Contractor has no entitlement and County has no liability for: (1) any costs, losses, expenses, damages or the payment of any part of the Contract price during an event of force majeure; and (2) any delay costs in any way incurred by the Contractor due to an event of force majeure.

29. Disputes.

Any dispute concerning a question of fact as a result of the Contract shall be decided by the County Administrator, or designee, who shall render his/her decision in writing and mail or otherwise

forward a copy to the Contractor within 90 days of the receipt of the claim. The decision of the County Administrator, or designee, shall be final and conclusive unless the Contractor appeals the decision as provided in the Code of Virginia (1950, as amended). The Contractor may not institute a legal action, prior to receipt of the County Administrator's, or his/her designee, decision on the claim, unless the County Administrator, or designee, fails to render such a decision within the time specified.

The Contractor's contractual claims, whether for money or other relief, shall be submitted in writing to the County Administrator, or designee, no later than 60 days after the final payment; however, written notice of the Contractor's intention to file such a claim shall have been given at the time of the occurrence or beginning of the work upon which claim is based. Nothing herein shall preclude the Contractor from submission of an invoice for final payment within a certain amount of time after completion and acceptance of the Services. Pendency of claims shall not delay payment of amounts agreed due in the invoice for final payment.

30. Severability.

In the event that any provision shall be adjudged or decreed to be invalid, by a court of competent jurisdiction, such ruling shall not invalidate the entire Contract but shall pertain only to the provision in question and the remaining provisions shall continue to be valid, binding and in full force and effect.

31. Non-Waiver.

No waiver of any provision of the Contract shall constitute a waiver of any other provision nor shall any waiver of this Contract constitute a continuing waiver unless otherwise expressly provided.

32. Governing Law, Venue, Jurisdiction.

The Contract and its terms, including but not limited to, the parties' obligations, the performance due, and the remedies available to each party, are governed, construed, and interpreted in accordance with the laws of the Commonwealth of Virginia. Any jurisdiction's choice of law, conflicts of laws, rules, or provisions that would cause the application of any laws other than those of the Commonwealth of Virginia do not apply. Any and all disputes, claims, and causes of action arising out of or in any way connected with the Contract or its performance must be brought in the applicable court of Stafford County, or in the United States District Court for the Eastern District of Virginia, Alexandria Division.

33. Entire Agreement.

The Contract Documents set forth the entire agreement between the County and the Contractor. The County and the Contractor agree that no representative or agent of either of them has made any representation or promise with respect to the parties' agreement which is not contained in the Contract Documents. Neither this Standard Contract nor any of the other Contract Documents may be amended unless in writing, signed by the parties hereto, and approved as to form by the County Attorney.

34. Notices.

Contract administration of the Contract will be performed by the Contracts Officer. Any questions pertaining to the Contract shall be directed to the Stafford County Purchasing Office. Unless otherwise provided herein, all notices and other communications required by the Contract shall be

deemed to have been given when made in writing and either (a) delivered in person, (b) delivered by an agent, such as an overnight or similar delivery service, or (c) deposited in the United States mail, postage prepaid, certified or registered, addressed as follows:

Contact information for the Contractor:

Attention: POC
Address 1
Address 2
Phone:
Email:

Contact information for the County:

Stafford County Procurement Division
1300 Courthouse Road
P.O. Box 339
Stafford, Virginia 22555-0339
Phone: 540-658-8610
Email: Procurement@StaffordCountyVA.gov

Notice is deemed to have been received: (i) on the date of delivery if delivered in person; (ii) on the first business day after the date of delivery if sent by same day or overnight courier service; or (iii) on the third business day after the date of mailing, if sent by certified or registered United States Mail, return receipt requested, postage and charges prepaid.

35. Survival of Terms.

Upon discharge of this Contract, terms and conditions related to Insurance, Indemnification, Disputes, Notice, and Governing Law, Venue, and Jurisdiction shall continue and survive in full force and effect.

36. Counterparts.

This Contract may be executed in one or more counterparts and all of such counterparts shall together constitute one and the same instrument. Original signatures transmitted and received via facsimile or other electronic transmission, (e.g., PDF or similar format) are true and valid signatures for all purposes hereunder and shall be effective as delivery of a manually executed original counterpart.

[Signatures Follow]

COMPANY NAME PER SCC

**BOARD OF SUPERVISORS OF
STAFFORD COUNTY, VIRGINIA**

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

DRAFT

ATTACHMENT F – Price Proposal

The Offeror proposes to provide all labor, materials, equipment, overhead, profit and all other related fees associated with the Offeror’s proposal to prepare a plan that updates the County’s economic development goals and strategies and outlines the timing and anticipated cost of implementing those strategies in accordance with the Scope of Services.

\$ _____ lump sum

The Offeror hereby agrees to provide the Services under the terms and conditions of this Request for Proposal as indicated above.

Company Name:

Address:

Telephone: _____

Name & Title of Person Submitting Proposal

Signature: _____



4A

County of Stafford
Economic Development Authority

January 6, 2025

This cover letter for December 2024 Treasurer’s Report is followed by the Statement of Activity (profit/loss) in three different formats, the Statement of Financial Position (balance sheet), the General Ledger and the transaction and monthly reconciliation reports for the checking accounts that had activity.

A summary of accounts is listed below:

	Balance as of Nov 30, 2024	Balance as of Dec 31, 2024
Total Cash	\$748,707.75	\$713,645.67
Total Investments/CDs	\$492,440.52	\$492,825.65
Total Long-Term Loans Owed to EDA	\$16,072.22	\$15,295.32
Total Micro Loans Owed to EDA	\$308,455.76	\$303,023.48
Total Assets	\$1,582,783.68	\$1,545,239.02
Total Liabilities	\$30,535.74	\$986.00

Notes: 1. LinkBank Operating Account (2143) balance as of Nov 30, 2024 - \$482,818.19.

Income & Expenditures exceeding \$500 are listed below:

Income	Expenditures
Micro Loan Interest Income - \$1,012.83	Not Just Numbers (accounting) - \$900.00
	UMW (Local Industry Support) – \$9,000.00

Notes:

EDA

Profit Loss

December 2024

	TOTAL
Revenue	
46400 Bank Interest	247.44
46500 Micro Loan Income	0.00
46501 Micro Loan Interest Income	1,988.63
Total 46500 Micro Loan Income	1,988.63
Total Revenue	\$2,236.07
GROSS PROFIT	\$2,236.07
Expenditures	
62000 Administration	115.27
63100 Software Expense	86.00
63500 Insurance	0.00
63501 General Insurance	121.33
Total 63500 Insurance	121.33
66000 Accounting	900.00
69000 Fees & Charges	0.00
69007 Interest Paid	8.40
Total 69000 Fees & Charges	8.40
71000 Local Industry Support	9,000.00
Total Expenditures	\$10,231.00
NET OPERATING REVENUE	\$ -7,994.93
NET REVENUE	\$ -7,994.93

EDA

Profit & Loss Prev Year Comparison

July - December, 2024

	TOTAL			
	JUL - DEC, 2024	JUL - DEC, 2023 (PY)	CHANGE	% CHANGE
Revenue				
42000 Bond Issuance fees	4,000.39	0.00	4,000.39	
45550 Other Event Sponsors	0.00	1,000.00	-1,000.00	-100.00 %
45565 Other Event Income	0.00	210.00	-210.00	-100.00 %
46400 Bank Interest	3,279.61	5,002.81	-1,723.20	-34.44 %
46500 Micro Loan Income	0.00	0.00	0.00	
46501 Micro Loan Interest Income	12,416.14	8,346.85	4,069.29	48.75 %
46502 Micro Loan Fees	0.00	13,660.00	-13,660.00	-100.00 %
46503 Late Fee Charges	450.69	0.00	450.69	
Total 46500 Micro Loan Income	12,866.83	22,006.85	-9,140.02	-41.53 %
47000 Property Interest Income	0.00	0.00	0.00	
47100 Interest Inc-1318 JD Hwy	8,404.73	11,407.67	-3,002.94	-26.32 %
Total 47000 Property Interest Income	8,404.73	11,407.67	-3,002.94	-26.32 %
48000 Other Income	4,095.00	0.00	4,095.00	
48751 GO VA Grant Income 2	70,000.00	8,125.00	61,875.00	761.54 %
60000 Restricted Income	0.00	0.00	0.00	
60050 Business Appreciation sponsors	2,400.00	0.00	2,400.00	
60075 Xmas Event	0.00	57,898.00	-57,898.00	-100.00 %
Total 60000 Restricted Income	2,400.00	57,898.00	-55,498.00	-95.85 %
Total Revenue	\$105,046.56	\$105,650.33	\$ -603.77	-0.57 %
GROSS PROFIT	\$105,046.56	\$105,650.33	\$ -603.77	-0.57 %
Expenditures				
62000 Administration	337.32	0.00	337.32	
63100 Software Expense	430.50	0.00	430.50	
63500 Insurance	0.00	0.00	0.00	
63501 General Insurance	727.98	0.00	727.98	
Total 63500 Insurance	727.98	0.00	727.98	
65000 Legal Fees	0.00	0.00	0.00	
65003 Project Representation	2,203.96	10,963.50	-8,759.54	-79.90 %
65004 General Retainer Matters	8,953.50	3,762.50	5,191.00	137.97 %
Total 65000 Legal Fees	11,157.46	14,726.00	-3,568.54	-24.23 %
66000 Accounting	5,400.00	5,400.00	0.00	0.00 %
66001 Audit (Annual Financial)	14,850.00	14,420.00	430.00	2.98 %
66500 Professional Services	0.00	9,600.00	-9,600.00	-100.00 %
69000 Fees & Charges	0.00	0.00	0.00	
69002 Bank Fee	40.00	20.00	20.00	100.00 %
69004 Service Fee	225.00	131.27	93.73	71.40 %
69006 Loan Servicing Fees	0.00	7,756.45	-7,756.45	-100.00 %
69007 Interest Paid	8.40	0.00	8.40	
Total 69000 Fees & Charges	273.40	7,907.72	-7,634.32	-96.54 %

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Profit & Loss Prev Year Comparison

July - December, 2024

	TOTAL			
	JUL - DEC, 2024	JUL - DEC, 2023 (PY)	CHANGE	% CHANGE
71000 Local Industry Support	24,000.00	565,000.00	-541,000.00	-95.75 %
71750 GO VA Grant Expenses	0.00	0.00	0.00	
71752 Go VA Grant Reimb Expenses 2	0.00	19,918.07	-19,918.07	-100.00 %
Total 71750 GO VA Grant Expenses	0.00	19,918.07	-19,918.07	-100.00 %
73000 Marketing	17,183.74	45,654.96	-28,471.22	-62.36 %
73100 Other Events	0.00	2,125.67	-2,125.67	-100.00 %
73102 Testbed Expenses	0.00	16,250.00	-16,250.00	-100.00 %
74000 EDA Meetings/Meals	527.90	0.00	527.90	
80000 Restricted Expenses	0.00	0.00	0.00	
80025 Business Appreciation Event	780.66	107.89	672.77	623.57 %
80030 BACC	2,000.00	0.00	2,000.00	
80075 Event Xmas	0.00	37,624.55	-37,624.55	-100.00 %
Total 80000 Restricted Expenses	2,780.66	37,732.44	-34,951.78	-92.63 %
Total Expenditures	\$77,668.96	\$738,734.86	\$ -661,065.90	-89.49 %
NET OPERATING REVENUE	\$27,377.60	\$ -633,084.53	\$660,462.13	104.32 %
Other Revenue				
90000 Redemption Credit	0.00	296.89	-296.89	-100.00 %
Total Other Revenue	\$0.00	\$296.89	\$ -296.89	-100.00 %
NET OTHER REVENUE	\$0.00	\$296.89	\$ -296.89	-100.00 %
NET REVENUE	\$27,377.60	\$ -632,787.64	\$660,165.24	104.33 %

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Profit & Loss YTD Comparison

December 2024

	TOTAL	
	DEC 2024	JUL - DEC, 2024 (YTD)
Revenue		
42000 Bond Issuance fees	0.00	4,000.39
46400 Bank Interest	247.44	3,279.61
46500 Micro Loan Income	0.00	0.00
46501 Micro Loan Interest Income	1,988.63	12,416.14
46503 Late Fee Charges	0.00	450.69
Total 46500 Micro Loan Income	1,988.63	12,866.83
47000 Property Interest Income	0.00	0.00
47100 Interest Inc-1318 JD Hwy	0.00	8,404.73
Total 47000 Property Interest Income	0.00	8,404.73
48000 Other Income	0.00	4,095.00
48751 GO VA Grant Income 2	0.00	70,000.00
60000 Restricted Income	0.00	0.00
60050 Business Appreciation sponsors	0.00	2,400.00
Total 60000 Restricted Income	0.00	2,400.00
Total Revenue	\$2,236.07	\$105,046.56
GROSS PROFIT	\$2,236.07	\$105,046.56
Expenditures		
62000 Administration	115.27	337.32
63100 Software Expense	86.00	430.50
63500 Insurance	0.00	0.00
63501 General Insurance	121.33	727.98
Total 63500 Insurance	121.33	727.98
65000 Legal Fees	0.00	0.00
65003 Project Representation	0.00	2,203.96
65004 General Retainer Matters	0.00	8,953.50
Total 65000 Legal Fees	0.00	11,157.46
66000 Accounting	900.00	5,400.00
66001 Audit (Annual Financial)	0.00	14,850.00
69000 Fees & Charges	0.00	0.00
69002 Bank Fee	0.00	40.00
69004 Service Fee	0.00	225.00
69007 Interest Paid	8.40	8.40
Total 69000 Fees & Charges	8.40	273.40
71000 Local Industry Support	9,000.00	24,000.00
73000 Marketing	0.00	17,183.74
74000 EDA Meetings/Meals	0.00	527.90

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Profit & Loss YTD Comparison

December 2024

	TOTAL	
	DEC 2024	JUL - DEC, 2024 (YTD)
80000 Restricted Expenses	0.00	0.00
80025 Business Appreciation Event	0.00	780.66
80030 BACC	0.00	2,000.00
Total 80000 Restricted Expenses	0.00	2,780.66
Total Expenditures	\$10,231.00	\$77,668.96
NET OPERATING REVENUE	\$ -7,994.93	\$27,377.60
NET REVENUE	\$ -7,994.93	\$27,377.60

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Statement of Activity by Class - County/BOS Support

July - December, 2024

	COUNTY/BOS SUPPORT	TOTAL
Revenue		
Total Revenue		\$0.00
GROSS PROFIT	\$0.00	\$0.00
Expenditures		
71000 Local Industry Support	24,000.00	\$24,000.00
74000 EDA Meetings/Meals	527.90	\$527.90
Total Expenditures	\$24,527.90	\$24,527.90
NET OPERATING REVENUE	\$ -24,527.90	\$ -24,527.90
NET REVENUE	\$ -24,527.90	\$ -24,527.90

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Statement of Activity by Class - Fundraising

July - December, 2024

	FUNDRAISING	EVENTS	BEER & BUSINESS	XMAS	TOTAL EVENTS	TOTAL FUNDRAISING	TOTAL
Revenue							
60000 Restricted Income							\$0.00
60050 Business Appreciation sponsors			2,400.00		2,400.00	2,400.00	\$2,400.00
Total 60000 Restricted Income			2,400.00		2,400.00	2,400.00	\$2,400.00
Total Revenue	\$0.00	\$0.00	\$2,400.00	\$0.00	\$2,400.00	\$2,400.00	\$2,400.00
GROSS PROFIT	\$0.00	\$0.00	\$2,400.00	\$0.00	\$2,400.00	\$2,400.00	\$2,400.00
Expenditures							
80000 Restricted Expenses							\$0.00
80025 Business Appreciation Event			780.66		780.66	780.66	\$780.66
80030 BACC				2,000.00	2,000.00	2,000.00	\$2,000.00
Total 80000 Restricted Expenses			780.66	2,000.00	2,780.66	2,780.66	\$2,780.66
Total Expenditures	\$0.00	\$0.00	\$780.66	\$2,000.00	\$2,780.66	\$2,780.66	\$2,780.66
NET OPERATING REVENUE	\$0.00	\$0.00	\$1,619.34	\$ -2,000.00	\$ -380.66	\$ -380.66	\$ -380.66
NET REVENUE	\$0.00	\$0.00	\$1,619.34	\$ -2,000.00	\$ -380.66	\$ -380.66	\$ -380.66

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Statement of Activity by Class - Operating

July - December, 2024

	OPERATING	TOTAL
Revenue		
46400 Bank Interest	2,347.84	\$2,347.84
Total Revenue	\$2,347.84	\$2,347.84
GROSS PROFIT	\$2,347.84	\$2,347.84
Expenditures		
62000 Administration	337.32	\$337.32
63100 Software Expense	430.50	\$430.50
63500 Insurance		\$0.00
63501 General Insurance	485.32	\$485.32
Total 63500 Insurance	485.32	\$485.32
65000 Legal Fees		\$0.00
65003 Project Representation	2,203.96	\$2,203.96
65004 General Retainer Matters	6,596.50	\$6,596.50
Total 65000 Legal Fees	8,800.46	\$8,800.46
66000 Accounting	5,400.00	\$5,400.00
66001 Audit (Annual Financial)	14,850.00	\$14,850.00
69000 Fees & Charges		\$0.00
69002 Bank Fee	25.00	\$25.00
69007 Interest Paid	8.40	\$8.40
Total 69000 Fees & Charges	33.40	\$33.40
73000 Marketing	17,183.74	\$17,183.74
Total Expenditures	\$47,520.74	\$47,520.74
NET OPERATING REVENUE	\$ -45,172.90	\$ -45,172.90
NET REVENUE	\$ -45,172.90	\$ -45,172.90

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Statement of Activity by Class - Loans

July - December, 2024

	LOANS	TOTAL
Revenue		
46500 Micro Loan Income		\$0.00
46501 Micro Loan Interest Income	12,416.14	\$12,416.14
46503 Late Fee Charges	450.69	\$450.69
Total 46500 Micro Loan Income	12,866.83	\$12,866.83
47000 Property Interest Income		\$0.00
47100 Interest Inc-1318 JD Hwy	7,912.87	\$7,912.87
Total 47000 Property Interest Income	7,912.87	\$7,912.87
Total Revenue	\$20,779.70	\$20,779.70
GROSS PROFIT	\$20,779.70	\$20,779.70
Expenditures		
65000 Legal Fees		\$0.00
65004 General Retainer Matters	2,357.00	\$2,357.00
Total 65000 Legal Fees	2,357.00	\$2,357.00
69000 Fees & Charges		\$0.00
69004 Service Fee	225.00	\$225.00
Total 69000 Fees & Charges	225.00	\$225.00
Total Expenditures	\$2,582.00	\$2,582.00
NET OPERATING REVENUE	\$18,197.70	\$18,197.70
NET REVENUE	\$18,197.70	\$18,197.70

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Statement of Activity by Class - Grants

July - December, 2024

	GRANTS	TOTAL
Revenue		
48751 GO VA Grant Income 2	70,000.00	\$70,000.00
Total Revenue	\$70,000.00	\$70,000.00
GROSS PROFIT	\$70,000.00	\$70,000.00
Expenditures		
Total Expenditures		\$0.00
NET OPERATING REVENUE	\$70,000.00	\$70,000.00
NET REVENUE	\$70,000.00	\$70,000.00

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Statement of Activity by Class - Pass Through

July - December, 2024

	PASS-THROUGH	TOTAL
Revenue		
48000 Other Income	4,095.00	\$4,095.00
Total Revenue	\$4,095.00	\$4,095.00
GROSS PROFIT	\$4,095.00	\$4,095.00
Expenditures		
Total Expenditures		\$0.00
NET OPERATING REVENUE	\$4,095.00	\$4,095.00
NET REVENUE	\$4,095.00	\$4,095.00

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Balance Sheet

As of December 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
10100 Checking- Operating - Linkbank 2143	482,818.19
10102 Checking Testbed Linkbank 4016	14,990.00
10103 Money Market Linkbank 0572	17,231.60
10900 Money Market - Locus 0502	109,723.60
10904 Stifel Cash 3875-0236	88,882.28
Total Bank Accounts	\$713,645.67
Other Current Assets	
11500 Other Accounts Receivable	19,720.88
13000 Prepaid Expense	728.02
Total Other Current Assets	\$20,448.90
Total Current Assets	\$734,094.57
Other Assets	
17700 Investments/CDs	0.00
17806 CD-Stifel-BOA 03.14.25	250,000.00
17807 CD-Stifel-BOA 03.06.25	125,000.00
17900 Stifel Smart Rate - Asset	117,825.65
Total 17700 Investments/CDs	492,825.65
18000 Long Term Loan Rcvbs	0.00
18200 Long Term Note - Ace Flight	15,295.32
Total 18000 Long Term Loan Rcvbs	15,295.32
18900 VCC Bank Loans	0.00
18902 Vitale Visual	1,756.31
18904 Embrey Mill Primary Urgent Care	63,996.94
18905 Stellar Investments	4,722.22
18906 Columbus Cartography	9,444.44
18907 Next Level Mosaic LLC	142,064.74
18908 Santana Holdings	40,151.31
18909 Embrey Mill (2nd loan)	40,887.52
Total 18900 VCC Bank Loans	303,023.48
Total Other Assets	\$811,144.45
TOTAL ASSETS	\$1,545,239.02

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Balance Sheet

As of December 31, 2024

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	986.00
Total Accounts Payable	\$986.00
Total Current Liabilities	\$986.00
Total Liabilities	\$986.00
Equity	
32000 Undesignated Fund Balance	1,516,875.42
Net Revenue	27,377.60
Total Equity	\$1,544,253.02
TOTAL LIABILITIES AND EQUITY	\$1,545,239.02

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Account QuickReport
December 2024

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	CLR	AMOUNT	BALANCE
10100 Checking- Operating - Linkbank 2143								
	Beginning Balance							522,477.60
12/03/2024	Bill Payment (Check)	2258	Virginia Black Chamber of Commerce		10100 Checking- Operating - Linkbank 2143	R	-5,000.00	517,477.60
12/04/2024	Bill Payment (Check)	DD	Not Just Numbers Inc		10100 Checking- Operating - Linkbank 2143	R	-1,009.50	516,468.10
12/12/2024	Bill Payment (Check)	2259	PB Mares		10100 Checking- Operating - Linkbank 2143	R	-14,850.00	501,618.10
12/27/2024	Bill Payment (Check)	2262	University of Mary Washington		10100 Checking- Operating - Linkbank 2143		-9,000.00	492,618.10
12/27/2024	Bill Payment (Check)	2261	Hirschler Fleischer		10100 Checking- Operating - Linkbank 2143		-1,436.46	491,181.64
12/27/2024	Bill Payment (Check)	2260	Liz Barber		10100 Checking- Operating - Linkbank 2143		-115.27	491,066.37
12/30/2024	Bill Payment (Check)	DD	Brolin Creative LLC		10100 Checking- Operating - Linkbank 2143	R	-8,248.18	482,818.19
Total for 10100 Checking- Operating - Linkbank 2143							\$ -	39,659.41
TOTAL							\$ -	39,659.41

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Account QuickReport

December 2024

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	CLR	AMOUNT	BALANCE
10900 Money Market - Locus 0502								
	Beginning Balance							104,850.47
12/03/2024	Deposit		Stellar Investments		10900 Money Market - Locus 0502	R	311.06	105,161.53
12/03/2024	Deposit		Vitae Visual		10900 Money Market - Locus 0502	R	442.96	105,604.49
12/03/2024	Deposit		Columbus Cartography		10900 Money Market - Locus 0502	R	622.12	106,226.61
12/03/2024	Deposit		ACE Flight Solutions Co.		10900 Money Market - Locus 0502	R	833.83	107,060.44
12/03/2024	Deposit		Next Level Mosiac		10900 Money Market - Locus 0502	R	1,033.43	108,093.87
12/10/2024	Deposit		Commissary Kitchen		10900 Money Market - Locus 0502	R	491.62	108,585.49
12/26/2024	Deposit		Shlfa Health LLC		10900 Money Market - Locus 0502	R	500.00	109,085.49
12/27/2024	Deposit		Shlfa Health LLC		10900 Money Market - Locus 0502	R	500.00	109,585.49
12/31/2024	Deposit				10900 Money Market - Locus 0502	R	138.11	109,723.60
Total for 10900 Money Market - Locus 0502							\$4,873.13	
TOTAL							\$4,873.13	

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Account QuickReport

December 2024

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	CLR	AMOUNT	BALANCE
10103 Money Market Linkbank 0572								
	Beginning Balance							17,125.47
12/01/2024	Deposit		Linkbank	Interest Deposit	10103 Money Market Linkbank 0572	R	55.03	17,180.50
12/31/2024	Deposit		Linkbank		10103 Money Market Linkbank 0572	R	51.10	17,231.60
Total for 10103 Money Market Linkbank 0572								\$106.13
TOTAL								\$106.13

EDA

Account QuickReport

December 2024

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	CLR	AMOUNT	BALANCE	
10904 Stifel Cash 3875-0236									
	Beginning Balance							89,264.21	
12/31/2024	Journal Entry	NJNkf107			10904 Stifel Cash 3875-0236		-385.13	88,879.08	
12/31/2024	Deposit				10904 Stifel Cash 3875-0236	R	3.20	88,882.28	
Total for 10904 Stifel Cash 3875-0236								\$ -381.93	
TOTAL								\$ -381.93	

EDA
General Ledger EDA
December 2024

DATE	TRANSACTION TYPE	NUM	ADJ	NAME	MEMO/DESCRIPTION	SPLIT	AMOUNT	BALANCE
10100 Checking- Operating - Linkbank 2143								
	Beginning Balance							522,477.60
12/03/2024	Bill Payment (Check)	2258	No	Virginia Black Chamber of Commerce		20000 Accounts Payable	-5,000.00	517,477.60
12/04/2024	Bill Payment (Check)	DD	No	Not Just Numbers Inc		20000 Accounts Payable	-1,009.50	516,468.10
12/12/2024	Bill Payment (Check)	2259	No	PB Mares		20000 Accounts Payable	-	501,618.10
							14,850.00	
12/27/2024	Bill Payment (Check)	2261	No	Hirschler Fleischer		20000 Accounts Payable	-1,436.46	500,181.64
12/27/2024	Bill Payment (Check)	2262	No	University of Mary Washington		20000 Accounts Payable	-9,000.00	491,181.64
12/27/2024	Bill Payment (Check)	2260	No	Liz Barber		20000 Accounts Payable	-115.27	491,066.37
12/30/2024	Bill Payment (Check)	DD	No	Brolin Creative LLC		20000 Accounts Payable	-8,248.18	482,818.19
Total for 10100 Checking- Operating - Linkbank 2143							\$ -	39,659.41
10102 Checking Testbed Linkbank 4016								
	Beginning Balance							14,990.00
Total for 10102 Checking Testbed Linkbank 4016								
10103 Money Market Linkbank 0572								
	Beginning Balance							17,125.47
12/01/2024	Deposit		No	Linkbank	Interest Deposit	46400 Bank Interest	55.03	17,180.50
12/31/2024	Deposit		No	Linkbank		46400 Bank Interest	51.10	17,231.60
Total for 10103 Money Market Linkbank 0572							\$106.13	
10900 Money Market - Locus 0502								
	Beginning Balance							104,850.47
12/03/2024	Deposit		No	Stellar Investments		11500 Other Accounts Receivable	311.06	105,161.53
12/03/2024	Deposit		No	Vitae Visual		11500 Other Accounts Receivable	442.96	105,604.49
12/03/2024	Deposit		No	Columbus Cartography		11500 Other Accounts Receivable	622.12	106,226.61
12/03/2024	Deposit		No	ACE Flight Solutions Co.		11500 Other Accounts Receivable	833.83	107,060.44
12/03/2024	Deposit		No	Next Level Mosaic		11500 Other Accounts Receivable	1,033.43	108,093.87
12/10/2024	Deposit		No	Commissary Kitchen		11500 Other Accounts Receivable	491.62	108,585.49
12/26/2024	Deposit		No	Shlfa Health LLC		11500 Other Accounts Receivable	500.00	109,085.49
12/27/2024	Deposit		No	Shlfa Health LLC		11500 Other Accounts Receivable	500.00	109,585.49
12/31/2024	Deposit		No			46400 Bank Interest	138.11	109,723.60
Total for 10900 Money Market - Locus 0502							\$4,873.13	
10904 Stifel Cash 3875-0236								
	Beginning Balance							89,264.21
12/31/2024	Deposit		No			46400 Bank Interest	3.20	89,267.41
12/31/2024	Journal Entry	NJNkf107	No			-Split-	-385.13	88,882.28
Total for 10904 Stifel Cash 3875-0236							\$ -381.93	
11500 Other Accounts Receivable								
	Beginning Balance							16,258.08
12/03/2024	Deposit		No	Stellar Investments		10900 Money Market - Locus 0502	-311.06	15,947.02
12/03/2024	Deposit		No	Columbus Cartography		10900 Money Market - Locus 0502	-622.12	15,324.90
12/03/2024	Deposit		No	Next Level Mosaic		10900 Money Market - Locus 0502	-1,033.43	14,291.47
12/03/2024	Deposit		No	ACE Flight Solutions Co.		10900 Money Market - Locus 0502	-833.83	13,457.64
12/03/2024	Deposit		No	Vitae Visual		10900 Money Market - Locus 0502	-442.96	13,014.68
12/10/2024	Deposit		No	Commissary Kitchen		10900 Money Market - Locus 0502	-491.62	12,523.06
12/26/2024	Deposit		No	Shlfa Health LLC		10900 Money Market - Locus 0502	-500.00	12,023.06
12/27/2024	Deposit		No	Shlfa Health LLC		10900 Money Market - Locus 0502	-500.00	11,523.06
12/30/2024	Journal Entry	NJNkf098	No		to record Dec 2024 loan payment	-Split-	833.83	12,356.89
12/31/2024	Journal Entry	NJNkf099	No		to record Dec 2024 loan payment	-Split-	442.96	12,799.85
12/31/2024	Journal Entry	NJNkf102	No		to record Dec 2024 loan payment	-Split-	622.12	13,421.97
12/31/2024	Journal Entry	NJNkf103	No		to record Dec 2024 loan payment	-Split-	1,935.00	15,356.97
12/31/2024	Journal Entry	NJNkf105	No		to record Dec 24 (2nd) loan payment	-Split-	1,025.83	16,382.80
12/31/2024	Journal Entry	NJNkf101	No		to record Dec 2024 loan payment	-Split-	311.06	16,693.86
12/31/2024	Journal Entry	NJNkf100	No		to record Dec (Oct) 2024 loan payment (skipped 2 pymts)	-Split-	2,001.19	18,695.05
12/31/2024	Journal Entry	NJNkf104	No		to record Dec 2024 loan payment	-Split-	1,025.83	19,720.88
Total for 11500 Other Accounts Receivable							\$3,462.80	
13000 Prepaid Expense								

EDA
General Ledger EDA
December 2024

DATE	TRANSACTION TYPE	NUM	ADJ	NAME	MEMO/DESCRIPTION	SPLIT	AMOUNT	BALANCE
	Beginning Balance							849.35
12/01/2024	Journal Entry	NJNkf088	No			-Split-	-121.33	728.02
Total for 13000 Prepaid Expense							\$ -121.33	
17700 Investments/CDs								
17806 CD-Stifel-BOA 03.14.25								
	Beginning Balance							250,000.00
Total for 17806 CD-Stifel-BOA 03.14.25								
17807 CD-Stifel-BOA 03.06.25								
	Beginning Balance							125,000.00
Total for 17807 CD-Stifel-BOA 03.06.25								
17900 Stifel Smart Rate - Asset								
	Beginning Balance							117,440.52
12/31/2024	Journal Entry	NJNkf107	No			-Split-	385.13	117,825.65
Total for 17900 Stifel Smart Rate - Asset							\$385.13	
Total for 17700 Investments/CDs							\$385.13	
18000 Long Term Loan Rcvbs								
18200 Long Term Note - Ace Flight								
	Beginning Balance							16,072.22
12/30/2024	Journal Entry	NJNkf098	No		to record Dec 2024 loan payment	-Split-	-776.90	15,295.32
Total for 18200 Long Term Note - Ace Flight							\$ -776.90	
Total for 18000 Long Term Loan Rcvbs							\$ -776.90	
18900 VCC Bank Loans								
18902 Vitale Visual								
	Beginning Balance							2,191.51
12/31/2024	Journal Entry	NJNkf099	No		to record Dec 2024 loan payment	-Split-	-435.20	1,756.31
Total for 18902 Vitale Visual							\$ -435.20	
18904 Embrey Mill Primary Urgent Care								
	Beginning Balance							65,765.22
12/31/2024	Journal Entry	NJNkf100	No		to record Dec (Oct) 2024 loan payment (skipped 2 pymts)	-Split-	-1,768.28	63,996.94
Total for 18904 Embrey Mill Primary Urgent Care							\$ -1,768.28	
18905 Stellar Investments								
	Beginning Balance							5,002.02
12/31/2024	Journal Entry	NJNkf101	No		to record Dec 2024 loan payment	-Split-	-279.80	4,722.22
Total for 18905 Stellar Investments							\$ -279.80	
18906 Columbus Cartography								
	Beginning Balance							10,004.04
12/31/2024	Journal Entry	NJNkf102	No		to record Dec 2024 loan payment	-Split-	-559.60	9,444.44
Total for 18906 Columbus Cartography							\$ -559.60	
18907 Next Level Mosaic LLC								
	Beginning Balance							142,986.91
12/31/2024	Journal Entry	NJNkf103	No		to record Dec 2024 loan payment	-Split-	-922.17	142,064.74
Total for 18907 Next Level Mosaic LLC							\$ -922.17	
18908 Santana Holdings								
	Beginning Balance							40,887.52
12/31/2024	Journal Entry	NJNkf104	No		to record Dec 2024 loan payment	-Split-	-736.21	40,151.31
Total for 18908 Santana Holdings							\$ -736.21	
18909 Embrey Mill (2nd loan)								
	Beginning Balance							41,618.55
12/31/2024	Journal Entry	NJNkf105	No		to record Dec 24 (2nd) loan payment	-Split-	-731.03	40,887.52
Total for 18909 Embrey Mill (2nd loan)							\$ -731.03	
Total for 18900 VCC Bank Loans							\$ -5,432.29	
20000 Accounts Payable								
	Beginning							30,544.14

EDA
General Ledger EDA
December 2024

DATE	TRANSACTION TYPE	NUM	ADJ	NAME	MEMO/DESCRIPTION	SPLIT	AMOUNT	BALANCE
Balance								
12/03/2024	Bill Payment (Check)	2258	No	Virginia Black Chamber of Commerce		10100 Checking- Operating - Linkbank 2143	-5,000.00	25,544.14
12/04/2024	Bill Payment (Check)	DD	No	Not Just Numbers Inc		10100 Checking- Operating - Linkbank 2143	-1,009.50	24,534.64
12/12/2024	Bill Payment (Check)	2259	No	PB Mares		10100 Checking- Operating - Linkbank 2143	-	9,684.64
12/16/2024	Bill	EDA Gifts	No	Liz Barber		62000 Administration	115.27	9,799.91
12/18/2024	Bill	S0408116	No	University of Mary Washington	2025 Business Acumen Series, 50 Seats For Local Business	71000 Local Industry Support	9,000.00	18,799.91
					invoice date: 12/18/24			
12/25/2024	Bill	5606	No	Not Just Numbers Inc	Nov 2024 MSP	-Split-	986.00	19,785.91
12/27/2024	Bill Payment (Check)	2262	No	University of Mary Washington		10100 Checking- Operating - Linkbank 2143	-9,000.00	10,785.91
12/27/2024	Bill Payment (Check)	2261	No	Hirschler Fleischer		10100 Checking- Operating - Linkbank 2143	-1,436.46	9,349.45
12/27/2024	Bill Payment (Check)	2260	No	Liz Barber		10100 Checking- Operating - Linkbank 2143	-115.27	9,234.18
12/30/2024	Bill Payment (Check)	DD	No	Brolin Creative LLC		10100 Checking- Operating - Linkbank 2143	-8,248.18	986.00
Total for 20000 Accounts Payable							\$ -	
							29,558.14	
20500 Chase CCard								
Beginning Balance								
12/01/2024	Journal Entry	NJNsk108	No		to adjust account to zero due to account closure	-Split-	8.40	0.00
Total for 20500 Chase CCard							\$8.40	
32000 Undesignated Fund Balance								
Beginning Balance								
Total for 32000 Undesignated Fund Balance								1,516,875.42
42000 Bond Issuance fees								
Beginning Balance								
Total for 42000 Bond Issuance fees								4,000.39
46400 Bank Interest								
Beginning Balance								
12/01/2024	Deposit		No	Linkbank	Interest Deposit	10103 Money Market Linkbank 0572	55.03	3,087.20
12/31/2024	Deposit		No	Linkbank		10103 Money Market Linkbank 0572	51.10	3,138.30
12/31/2024	Deposit		No			10904 Stifel Cash 3875-0236	3.20	3,141.50
12/31/2024	Deposit		No			10900 Money Market - Locus 0502	138.11	3,279.61
Total for 46400 Bank Interest							\$247.44	
46500 Micro Loan Income								
46501 Micro Loan Interest Income								
Beginning Balance								
12/30/2024	Journal Entry	NJNkf098	No		to record Dec 2024 loan payment	-Split-	56.93	10,484.44
12/31/2024	Journal Entry	NJNkf105	No		to record Dec 24 (2nd) loan payment	-Split-	294.80	10,779.24
12/31/2024	Journal Entry	NJNkf104	No		to record Dec 2024 loan payment	-Split-	289.62	11,068.86
12/31/2024	Journal Entry	NJNkf100	No		to record Dec (Oct) 2024 loan payment (skipped 2 pymts)	-Split-	232.91	11,301.77
12/31/2024	Journal Entry	NJNkf101	No		to record Dec 2024 loan payment	-Split-	31.26	11,333.03
12/31/2024	Journal Entry	NJNkf102	No		to record Dec 2024 loan payment	-Split-	62.52	11,395.55
12/31/2024	Journal Entry	NJNkf099	No		to record Dec 2024 loan payment	-Split-	7.76	11,403.31
12/31/2024	Journal Entry	NJNkf103	No		to record Dec 2024 loan payment	-Split-	1,012.83	12,416.14
Total for 46501 Micro Loan Interest Income							\$1,988.63	
46503 Late Fee Charges								
Beginning Balance								
Total for 46503 Late Fee Charges								450.69
Total for 46500 Micro Loan Income							\$1,988.63	
47000 Property Interest Income								
47100 Interest Inc-1318 JD Hwy								
Beginning Balance								
								8,404.73

EDA
General Ledger EDA
December 2024

DATE	TRANSACTION TYPE	NUM	ADJ	NAME	MEMO/DESCRIPTION	SPLIT	AMOUNT	BALANCE
Total for 47100 Interest Inc-1318 JD Hwy								
Total for 47000 Property Interest Income								
48000 Other Income								
Beginning Balance								4,095.00
Total for 48000 Other Income								
48751 GO VA Grant Income 2								
Beginning Balance								70,000.00
Total for 48751 GO VA Grant Income 2								
60000 Restricted Income								
60050 Business Appreciation sponsors								
Beginning Balance								2,400.00
Total for 60050 Business Appreciation sponsors								
Total for 60000 Restricted Income								
62000 Administration								
Beginning Balance								222.05
12/16/2024	Bill	EDA Gifts	No	Liz Barber	Holiday Treat Boxes	20000 Accounts Payable	115.27	337.32
Total for 62000 Administration							\$115.27	
63100 Software Expense								
Beginning Balance								344.50
12/25/2024	Bill	5606	No	Not Just Numbers Inc	QBO Subscription	20000 Accounts Payable	79.50	424.00
12/25/2024	Bill	5606	No	Not Just Numbers Inc	QBO Backup	20000 Accounts Payable	6.50	430.50
Total for 63100 Software Expense							\$86.00	
63500 Insurance								
63501 General Insurance								
Beginning Balance								606.65
12/01/2024	Journal Entry	NJNkf088	No		to record monthly insurance expense allocation	-Split-	121.33	727.98
Total for 63501 General Insurance							\$121.33	
Total for 63500 Insurance								
65000 Legal Fees								
65003 Project Representation								
Beginning Balance								2,203.96
Total for 65003 Project Representation								
65004 General Retainer Matters								
Beginning Balance								8,953.50
Total for 65004 General Retainer Matters								
Total for 65000 Legal Fees								
66000 Accounting								
Beginning Balance								4,500.00
12/25/2024	Bill	5606	No	Not Just Numbers Inc	10hr Managed Service Package	20000 Accounts Payable	900.00	5,400.00
Total for 66000 Accounting							\$900.00	
66001 Audit (Annual Financial)								
Beginning Balance								14,850.00
Total for 66001 Audit (Annual Financial)								
69000 Fees & Charges								
69002 Bank Fee								
Beginning Balance								40.00
Total for 69002 Bank Fee								
69004 Service Fee								
Beginning Balance								225.00
Total for 69004 Service Fee								
69007 Interest Paid								
12/01/2024	Journal Entry	NJNsk108	No		to adjust account to zero due to account closure	-Split-	8.40	8.40
Total for 69007 Interest Paid							\$8.40	
Total for 69000 Fees & Charges								
							\$8.40	

EDA
General Ledger EDA
December 2024

DATE	TRANSACTION TYPE	NUM	ADJ	NAME	MEMO/DESCRIPTION	SPLIT	AMOUNT	BALANCE
71000 Local Industry Support								
	Beginning Balance							15,000.00
12/18/2024	Bill	S0408116	No	University of Mary Washington	Business Acumen Series, 50 Seats For Local Business	20000 Accounts Payable	9,000.00	24,000.00
Total for 71000 Local Industry Support							\$9,000.00	
73000 Marketing								
	Beginning Balance							17,183.74
Total for 73000 Marketing								
74000 EDA Meetings/Meals								
	Beginning Balance							527.90
Total for 74000 EDA Meetings/Meals								
80000 Restricted Expenses								
80025 Business Appreciation Event								
	Beginning Balance							780.66
Total for 80025 Business Appreciation Event								
80030 BACC								
	Beginning Balance							2,000.00
Total for 80030 BACC								
Total for 80000 Restricted Expenses								



7A

Dec 31, 2024

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Stafford County Economic
 Development Authority
 1300 Courthouse Rd
 Stafford VA 22554

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Premium MMA Public Funds

12/01/2024 Beginning Balance			104,850.47
9 Deposits/Other Credits		+	4,873.13
0 Checks/Other Debits		-	.00
12/31/2024 Ending Balance	31 Days in Statement Period		109,723.60

----- Deposits/Other Credits -----

12/03/2024 Deposit	ACH Ace Flight 002	833.83
12/03/2024 Deposit	ACH Vitae Visual 003	442.96
12/03/2024 Deposit		311.06
ACH Stellar Investments 006		
12/03/2024 Deposit		622.12
ACH Columbus Cartography 007		
12/03/2024 Deposit	ACH Next Level Mosaic 008	1,033.43
12/10/2024 Deposit		491.62
ACH 021 Commissary Kitchen		
12/26/2024 ACH Deposit	SHIFA HEALTH LLC SENDER	500.00
12/27/2024 ACH Deposit	SHIFA HEALTH LLC SENDER	500.00
12/31/2024 Accr Earning Pymt	Added to Account	138.11

----- Daily Ending Balance -----

12/01	104,850.47	12/10	108,585.49	12/27	109,585.49
12/03	108,093.87	12/26	109,085.49	12/31	109,723.60

----- Earnings Summary -----

** Below is an itemization of the Earnings **			
** paid this period. **			
Interest Paid This Period	138.11	Annual Percentage Yield Earned	1.51 %
Interest Paid YTD	889.69	Days in Earnings Period	31
		Earnings Balance	108,410.93



8A

BOARD OF SUPERVISORS
STAFFORD COUNTY, VIRGINIA
DRAFT MINUTES
WORK SESSION
NOVEMBER 12, 2024

CALL TO ORDER – A joint work session of the Stafford County Board of Supervisors and Stafford County Economic Development Authority was called to order by Meg Bohmke, Chairman, at 5:00 p.m. on Tuesday, November 12, 2024 in Conference Room ABC, George L. Gordon, Jr. Government Center, 1300 Courthouse Road, Stafford VA.

ROLL CALL – The following members were present: Meg Bohmke, Chairman; Tinesha O. Allen (arrived 5:01 p.m.), Vice-Chair; Deuntay Diggs; Darrell E. English; Monica L. Gary (participating remotely); Crystal L. Vanuch; Dr. Pamela Yeung

Also in attendance were William Ashton, County Administrator; Rysheda McClendon, County Attorney; Julia Holmes, Deputy Clerk; various staff members; and other interested parties.

Ms. Bohmke asked for a motion to allow Ms. Gary to participate remotely in the work session.

Dr. Yeung motioned, seconded by Mr. Diggs, to allow Ms. Gary to participate remotely in the meeting. The roll call vote passed (5-0). (Ms. Allen was absent and Ms. Gary did not participate in the vote.)

The following members of the Economic Development Authority were present: Jack Rowley, Chairman; Marlon Wilson, Vice-Chair; Price Jett, Treasurer; Jeff Roosa, Secretary; Janette Holland; Frank Porcelli; Daryl Weedeman.

INVOCATION

Mr. English led the invocation.

WORK SESSION

Ms. Bohmke said that tonight was not just about following the agenda, but about collaboration and open communication within the room. She said that they were eager to hear about the Economic Development Authority's projects, the support they needed from the Board, and how they could work more effectively with their team. She said that they recognized the hard work of the support staff behind them and their goal was to make Stafford a wonderful place for everyone to live, work, and enjoy. She said that this was where the real work began. She said that she would like to turn it over to Ms. Barber to provide an economic development update.

Liz Barber, Director of Economic Development, said that she wanted to keep this brief, as today's focus was on coordination between the EDA and the Board of Supervisors, so she would keep it to a five-minute presentation. She said that if they would like to hear more about these topics,

please let her know, as they could become future work session items or she could provide additional information in the future. She said that she had prepared six main topics for discussion: a strategic plan update, development on main corridors, departmental outcomes, business retention and expansion efforts, new business education events, and retail recruitment initiatives.

Ms. Barber said that the strategic plan update tied back to the Board of Supervisors' Stafford 2040 vision, and they had received eight proposals for this project. She said that after evaluation, they would be awarding a company to work with by the end of this month. She said that the plan's completion timeline was expected to be in the spring, with a target completion date of April, but they were considering a May deadline due to a recent slowdown. She said that the plan would be an interactive document, and the strategic planning team would be in close communication with both sides of the group to ensure alignment with their constituents' needs.

Ms. Barber said that they would find two maps in their package, which provided a snapshot of the Centreport Parkway and Courthouse Road corridors at a particular point in time. She said that they should note that these snapshots were not comprehensive, as there had been significant developments since their publication. She said that she would refrain from delving into further details to avoid hijacking their time. She said that if they had specific questions, please do not hesitate to reach out and follow up or ask now. She said that she and Mr. Santay were happy to address those and provide additional information. She said that they should find a quick snapshot of the project's details, including its name, location, and current status, in their packet.

Donna Krauss, Deputy County Administrator, said that the information was not in the packet.

Ms. Barber said that it was on the electronic copy that was published. She said that she would make sure everyone received it after the meeting.

Ms. Bohmke asked if Ms. Barber could review the information for the newer members of their group.

Ms. Barber said that this is the published version, which essentially breaks down everything, which can be seen on the key. She said that it will show them the exact name of the project, whether it is a unit, if it is approved, if it is an application, or if it is under construction.

Ms. Bohmke said that she could kind of see it. She said that she saw it on the electronic version under the Board packet, so she was correct that it was on there. She said that she saw all the data center projects on there.

Ms. Vanuch asked what items on the project list were tied to the Board of Supervisors' vision. She said that she saw Staffordshire had 346 residential units, which did not align with her vision. She said that this could lead to confusion for the public in understanding what was part of the Board's approved vision and what was being added, which may have been approved 20 years ago but was now being implemented.

Ms. Barber asked if Mr. Santay could provide an explanation for Ms. Vanuch.

Ms. Bohmke asked if Ms. Vanuch could rephrase her question.

Ms. Vanuch said that she was wondering if they could highlight on the spreadsheet or Excel document the differences between the Board's vision and projects that were approved 20 or 30 years ago, which are now being built out. She said that also, she would like to clarify from an economic development perspective, what aspects of the Board's strategic vision are they aligning with, versus what projects are being built based on existing plans, rather than new initiatives. She asked how they account for projects that were originally approved for land that was zoned appropriately, such as apartments that were approved 30 years ago and are now being constructed.

Paul Santay, Director of Community Development, said that he agreed that those types of projects were not related to the Board's vision. He said that those were simply previously approved plans that demonstrated the development approved in specific areas. He said that he believed that some additional information, which was included in the Board package, provided more insight into the development in the Courthouse Road and Centreport Parkway areas. He said that there was a snapshot in time of that development, which was changing rapidly with various types of retail and commercial development. He said that however, this information was intended to provide a current overview of approved developments in those areas, rather than representing the Board's vision.

Ms. Vanuch asked if that could be included as a clarifying footnote on the document. She said that she was concerned that people may misinterpret the information and assume that the County's vision was focused on data centers and warehouses.

Ms. Barber said that she could definitely do that, but that was why it specifically stated that these were either applications or under construction, to illustrate the various layers and levels of development. She said that these were not economic development-driven projects; she was simply asked to provide a snapshot in time of the actual development happening in this corridor. She said that this was the purpose of what she had provided, and she could definitely clarify that.

Ms. Barber said that if they had specific questions regarding the maps and would like to discuss them further, she was available to set up a call or respond to an email. She said that she was happy to help, and she would do her best to address any questions they may have. She said that however, some of the residential projects listed on the map fell outside of their office's scope of work, and she may need to research those topics to provide accurate information.

Dr. Yeung said that along the lines of housing or any other projects that were not approved by the Board, there was a distinction between those that were approved by right versus those that were not. She asked if there was any possibility that this differentiation could be added. She said that when discussing projects from 20 years ago, some of them were being implemented, but they were approved by right. She said that as a result, they were not subject to the Board's approval.

Ms. Barber said that that was not within her purview, so she would defer to Mr. Santay.

Mr. Santay said that this information was referring to approved activity in the Centreport and including previously approved residential, data centers, and retail projects in the Embrey Mill Town Center. He said that many of these projects were currently under construction or had been

approved from one year or ten years ago. He said that he wanted to emphasize that this snapshot in time did not reflect the Board's vision and strategic plan for future economic development. He said that they wanted to highlight that activity was indeed occurring and continued to occur, encompassing a wide range of projects. He said that it was a snapshot in time and was changing every day.

Ms. Barber said that she hoped the next document was included in the package. She said that it was a brief one-pager, and she would like to share some engagement and activity metrics from their office over the past quarter. She said that they had taken a snapshot from July to September, and she should note that this was a period when they had two staff members instead of their usual five. She said that despite the staffing challenges, she was proud of some of these figures, as they demonstrated their office's busy pace.

Ms. Barber said that they had 277 touch points with leads, businesses, and partner agencies, and they had worked with 137 existing businesses to provide support and resources. She said that they had also identified 75 new prospects considering establishing or expanding in Stafford, and they had had 65 partner agency or collaboration meetings to demonstrate their economic development support. She said that she would like to share this snapshot with them because she thought it was impressive to see the work their small organization and department was doing.

Ms. Barber said that they had seen 520 new visits to their starting a business portion of their website, and 19 businesses had converted from prospects they had directly helped into established businesses. She said that while they could not track all businesses that opened without their involvement, they had successfully assisted 19 businesses through their process. She said that the highest industry they had assisted was full-service restaurants, as tracked by their North American Industry Classification System (NAICS) code. She said that they were actively listening to the Board's requests and taking them into consideration.

Ms. Bohmke said that since they had celebrated Veterans Day the previous day, and they had unveiled their mural the previous Friday., there was a wall online that aimed to support veterans more than ever before. She said that in relation to establishing businesses, they were making it easier for veterans to set up. She said that if anyone knew of veterans interested in starting a business, they now had that information available on their website.

Mr. English asked if they knew how many veteran-owned businesses they had in Stafford.

Ms. Barber said that there was a statistic that she could provide. She said that she did not want to provide a number without double-checking to ensure accuracy, but she could follow up with that information for the Board later.

Mr. English asked if there was a way they could promote or recognize those veteran-owned businesses.

Ms. Barber said that a recognition programs was a great idea. She said that it was very timely, because tomorrow the EDA, in collaboration with the Small Business Development Center (SBDC) and the University of Mary Washington (UMW), will be hosting the Veterans Business

Boot Camp. She said that the EDA, which had been appointed by the Board, had organized this excellent event. She said that she would be attending the event from 8:30 a.m. until approximately 1:00 p.m. tomorrow. She said that the event would include Business of the Year awards, presented by SBDC and UMW, as well as a full day of programming for participating businesses. She said that this event had been co-promoted by Stafford County and the Community Engagement page on their Veterans page. She said that overall, it was a testament to the collaboration and communication that was taking place among them.

Ms. Allen said that she would like to take it a step further and suggest that they also consider utilizing resources specifically for small businesses that are minority and women-owned. She said that these businesses were traditionally the backbone of their economy, and their success was often a key indicator of the overall health of their economy. She said that she would advocate for a broader definition of eligible businesses, one that included women and minority-owned enterprises, in addition to veterans-owned businesses.

Ms. Barber said that she had provided some recap pages, and she would like to draw attention to a few other exciting initiatives. She said that in October of last year, when she was in her previous role, she worked with the County's marketing representative and the Economic Development Authority. She said that they conducted a survey of approximately 7,000 Stafford business contacts, which included multiple businesses within some of those contacts. She said that the survey aimed to gauge the business climate in Stafford and gather insights on what businesses needed. She said that they also received information on the types of technical assistance businesses were seeking, and they identified four key topics.

Ms. Barber said that since then, her department had developed four quarterly annual events to address these topics. She said that one of the events focused on helping Stafford businesses compete for County contracts, with the goal of keeping money local. She said that they co-hosted this event with the Procurement Department, and it was a huge success; they had a completely filled attendance. She said that it was a great example of how working with other departments could make a significant impact.

Ms. Barber said that another event they were co-hosting with the Chamber of Commerce would focus on teaching people the basics of networking, including do's and don'ts, and would also include a speed networking session to help people practice their skills. She said that another topic she would like to address was financing options for their business. She said that they would have various options available to discuss, including angel funding, crowdsourcing, and Small Business Association (SBA) loans, which would be presented at the upcoming event.

Ms. Barber said that they would also be co-promoting a marketing event with the Stafford Tourism Board, which would be a free, three-quarter day workshop specifically for Stafford businesses. She said that they were actively listening to feedback and responding in the best way possible to give people what they were asking for.

Ms. Bohmke said that the marketing for businesses was a significant factor if they did not have a big reach. She asked Ms. Barber how she reached out to all the businesses in Stafford. She asked

what the most effective methods she had found for connecting with them, specifically what platforms they used for outreach, such as email, social media, or others.

Ms. Barber said that they maintained a database that tracked their interactions with individuals. She said that when they worked with people, either in person or through their events, they collected this information. She said that their database currently contained approximately 15,000 contacts. She said that these contacts were in Stafford as well as regional. She said that they also utilized social media to reach a wider audience. She said that occasionally, the County would share their events on their social media platforms, and the Economic Development Authority also maintained their own social media handles.

Ms. Allen said that she had two questions regarding this topic. She said that her first question was how they could track the success of a new business within the first one to two years of its opening. She said that she appreciated the process of hosting events, but she believed it would be beneficial to have a more structured approach, such as quarterly check-ins, to ensure that these businesses were getting the necessary support to succeed.

Ms. Allen said that this was particularly important during the budgeting process, as they needed to assess whether the required manpower was available to engage with these new businesses and provide them with the necessary resources. She said that this would enable them to effectively support these businesses and encourage them to stay in the area.

Ms. Allen said that her second question was related to the Chairman's comments on marketing. She said that some of these businesses may not have the necessary capital to invest in a robust marketing strategy. She said that it was something that the County could supplement, perhaps by hiring a full-time marketing specialist in the EDA, or by promoting one of their existing contractors to a full-time position, where their role would include promoting all of their new businesses across various media channels.

Ms. Barber said that those ideas were great; she certainly valued those opinions and thought they were definitely worth exploring. She said that regarding additional staff, she was not sure what that would look like, but she did think that having the one more person they need would make a significant difference. She said that when they were running on two, and then suddenly had four, it felt like they were doing awesome, so if they were to add a fifth person, she thought they could accomplish even more, but they were close.

Ms. Barber said that when it came to marketing, it could be challenging. She said that she was not saying it was impossible, but sometimes she worried about how they could provide adequate support to all 5,000 businesses in the County, because they must treat them all equally, and if all 5,000 businesses wanted marketing support, there was no way they could do that. She said that they must balance that, and as a result, they could help businesses by providing resources and teaching them how to get the most out of their limited budgets.

Ms. Barber said that however, they definitely should talk more because she thought they had brought up some good ideas. She said that there was a balance to be struck, and it was about finding a way to meet the needs of all businesses, regardless of their size. She said that their marketing

event would feature breakout sessions of businesses and budgets of all kinds. She said that then, smaller businesses like mom-and-pop shops could still benefit from their support. She said that this way, they could provide value to a wider range of businesses, from those with limited budgets to larger corporations.

Mr. English said that, thinking outside the box a bit, someone from the EDA should consider reaching out to the marketing classes in the high schools, or the distributive education class. He said that these programs could be a valuable resource for students interested in marketing and entrepreneurship. He said that it might be beneficial for the EDA to attend one of these classes, potentially taking on a business or shadowing a student to gain a better understanding of the field. He asked if this had been thought about.

Savannah Winbush, Business Development Manager, said that she specializes in business retention and expansion, focusing on small business development and entrepreneurship. She said that she was volunteering to judge at the regional DECA competition tomorrow. She said that she had fostered a great relationship with the state representative and the local representative.

Mr. English said that it would be beneficial for the Economic Development Authority to meet with the students in their classes to introduce themselves and learn about the EDA's purpose and activities. He said that he was referring to local high schools, as they had a program in place for this type of engagement.

Dr. Yeung said that she wanted to touch on something she had noticed during her visits to ribbon-cutting locations. She said that one thing that stood out was the difference between their services and those of Fredericksburg. She said that Fredericksburg charged for their services, whereas they did not. She said that she believed it was time for them to consider charging as well, given the high level of service they provided.

Dr. Yeung said that creating a package of services, which did not have to be identical to Fredericksburg's, would be a good starting point. She said that in addition to talking with Planning and Zoning, specifically Mr. Santay, they often provided valuable services for free. She said that this was because individuals knew they could come to them for assistance and have their questions answered without incurring a cost. She said that as a small group of individuals, they had the opportunity to expand their services and charge for them, potentially bringing in expertise to balance their goals.

Ms. Barber said that as a County department, they would not be able to charge for those services. She said that the Economic Development Authority might be able to explore the option of charging, as they had the authority to handle financial transactions with sponsors or similar entities. She said that this could be something to consider further, and she would defer to Chair Rowley to discuss whether this was something he would like to pursue for the EDA.

Ms. Vanuch said that regarding the procurement class, she was wondering if the County was actively tracking the number of businesses that submitted applications and the number that were awarded contracts. She said that she believed it would be beneficial to also track the success of these procurements, as it could provide valuable insights into whether the process was effective

and beneficial to both the businesses and their process. She said that for instance, it was common for businesses to initially view government funding as an easy opportunity, but they often found that the requirements and regulations could be overwhelming. She said that by tracking the metrics of successful procurements, they could ensure that the money stayed in Stafford and that their process was effective.

Ms. Vanuch said that she would also like to know more about the process for businesses that wanted to open up in the County. She said that specifically, she would like to know if the Economic Development Office notified the Economic Development Authority members when a business expressed interest in opening, and if they provided them with an introduction to the planning and zoning process. She said that this would help ensure that they were providing a service to these businesses and facilitating their growth through the complex process of land use and zoning.

Ms. Barber said that it was more complex, as it often involved people coming in with varying levels of preparedness. She said that when someone expressed interest in opening a restaurant, they might ask them to share their ideas, but they may respond by saying they did not have a business plan or knew how they would fund the venture.

Ms. Vanuch said that she was referring to serious individuals who had identified a location and were committed to opening a restaurant there. She said that for instance, she had received emails about the El Jimador restaurant, even though they were not in her district, because they repeatedly stated they were going to open, but the building had sat empty for almost a year. She said that when some of her constituents visited the one on 17, they blamed the County for the delay. She said that speaking with Mr. Santay, he explained that it was not the County's issue.

Ms. Vanuch said that this highlighted the need for better communication and collaboration among Economic Development, Planning and Zoning, the Board, and their EDA members. She said that if it were a straightforward process, she would expect Jeff to intervene and help facilitate the permitting process, as it can be costly for businesses to remain open. She said that she was inquiring about serious businesses.

Mr. Santay said that to answer Ms. Vanuch's question, yes. He said that a year ago, he may not have been able to provide a comprehensive answer effectively due to the siloed approach of various departments and divisions. He said that however, he believed the organization's vision of Community Development had brought about a shift towards collaboration among departments, including Planning and Zoning, building permits, and Economic Development. He said that this interdepartmental cooperation had helped address complications and problems that arose with businesses not being able to open or operate in certain locations.

Mr. Santay said that by communicating with businesses and potential business owners about their plans and needs, they could provide them with clear guidance on what was and was not feasible. He said that they were actually seeing positive results with staff members in positions that facilitated this communication. He said that it had been an educational process, and he was pleased to report that their staff was becoming more adept at navigating these issues. He said that before coming to meetings, staff members were now more likely to reach out to the relevant individuals to discuss their concerns.

Mr. Santay said that this approach had been effective over the past six to 12 months, and he was confident it would continue to improve. He said that while it had been a challenging period, he believed they were on the path towards success. He said that it would likely require an additional meeting to discuss implementing some of the things suggested by Dr. Yeung, so he would not hijack this meeting to address that, but he certainly could discuss it further.

Ms. Bohmke said that she leaned over to her EDA member, Mr. Porcelli, and asked him about his area of expertise, which was in AI. She asked him if there was something in the AI world that could be related to what they were discussing. She said that she did not have the answer, but she thought that maybe Mr. Porcelli could provide some insight.

Mr. Porcelli said that he would like to build on a point he made in their last EDA meeting. He said that there were numerous technologies available that could help small businesses analyze data to make informed decisions about where to locate their businesses, maximizing their potential for traffic and revenue. He said that for instance, consider Sergeant Snuffy, who commutes daily from Stafford to Quantico.

Mr. Porcelli said that Sergeant Snuffy frequently posted on social media about his desire for a coffee shop in his area. He said that this data could be leveraged to identify the best locations for businesses, such as restaurants or retail outlets, based on social media posts, Facebook, Instagram, or even artificial intelligence-driven analyses. He said that this idea could be a valuable tool for providing insights to help businesses make strategic decisions.

Ms. Barber said that she would like to briefly touch on their other recent initiative, SPARK Hours. She said that they may have seen their Facebook posts about this program, which stood for Strategic Pop-up And Resource Knowledge Hours. She said that to make it easier to remember, they had simply referred to it as SPARK Hours. She said that this program was designed to recognize that not all small business owners or entrepreneurs had the same habits or schedules. She said that not everyone could visit their office between 8:00 a.m. and 4:30 p.m. to discuss economic development opportunities.

Ms. Barber said that they had created a solution where they visited different districts every month, starting in alphabetical order, to provide a more flexible and accessible way for entrepreneurs to connect with their staff. She said that they were working through the districts, and each month, they would be at a different location at a different time of day, such as early morning, lunch break, or evening, to accommodate various schedules. She said that their goal was to meet entrepreneurs where they were, rather than expecting them to come to them.

Ms. Barber said that these SPARK Hours were just a few of the initiatives they had launched in recent months, and she would like to highlight them as a way to showcase their department's commitment to supporting small businesses. She said that as someone who operated a bit differently than previous directors, she wanted to emphasize the importance of balancing the needs of big business with those of small businesses, which were the backbone of their country. She said that she believed that by finding a balance between the two, they could create a more inclusive and supportive environment for entrepreneurs and small businesses.

Ms. Allen said that she was discussing the map, specifically the initial map showing different businesses in various sections of the county, she was wondering if it was possible to incorporate housing demands into the EDA perspective going forward. She said that if they were aiming to attract certain businesses, they also needed to consider the type of housing that would be available.

Ms. Barber said that that was a great point. She said that it may be something she could tack into the information, but the Board had not previously tasked Economic Development with exploring housing in depth. She said that it possibly could be incorporated into the strategic plan as it was developed. She said that she completely agreed that housing was becoming increasingly important, and they were hearing questions from their large industry leads. She said that she could attest that it was a real concern. She said that she did not have the best statistics to provide, so she would need to source them from elsewhere. She said that she was just thinking out loud about how that might work.

Ms. Allen said that it would potentially be something to ask of Mr. Santay or the County Administrator. She said that if they were going to be attracting businesses in the future, in general as they received annual updates, receiving information regarding housing demands or needs related to businesses would be beneficial for the Board.

Dr. Yeung said that the Housing Authority was indeed taking on that responsibility, and they had statistics to support it. She said that she could provide those statistics to Ms. Allen.

Ms. Allen said that she believed it would be beneficial for the Economic Development Office to have housing metrics attached to their presentations, as businesses came to them and they received proposals.

Dr. Yeung said that they should consider having a work session on that topic.

Mr. Ashton said that in his job prior to his current one, his experience with larger organizations had shown him that when companies with 100 to 200 employees came in, they often had specific demands for housing, such as executive housing or housing for certain groups of workers. He said that they typically came prepared with data to support these demands. He said that however, it was challenging to apply this same level of analysis to one-off, small businesses or mom-and-pop establishments. He said that they could not provide that level of analysis. He said that however, when they were engaged with larger organizations, they were able to obtain that data from those companies and then provide them with information about their options.

Ms. Vanuch said that large companies would often provide specific numbers of jobs and students they planned to add to the schools, but they also typically outlined a plan to mitigate those impacts. She said that this plan often included a guarantee of a minimum and median salary of \$130,000 per year, as well as a commitment to hire a certain percentage of local residents, such as 20% of Stafford County-based employees, with no more than 10% remote work.

Ms. Vanuch said that the proposal would also include an incentive package that would be reviewed and approved by the EDA, which could include tax breaks, property or real estate incentives, and

other benefits. She said that when a company brought a large number of jobs into an area, it was likely that the EDA would see a comprehensive package that addressed the housing demands, school demands, and the business impacts, all of which would be carefully considered by the Board.

Ms. Allen said that she was thinking specifically about the Amazon jobs and DHL. She said that it would have been beneficial to know the associated housing numbers at the time. She said that moving forward, it would be great to know with that level of employment.

Jack Rowley, Chair of the Economic Development Authority, said that it was great to have this meeting as an opportunity to share their thoughts and gain a better understanding of their vision and where they were headed. He said that they wanted to reflect what was important to the Board of Supervisors. He said that he was excited about the new direction for their Economic Development Authority and the growing cooperation with the Board of Supervisors. He said that this was a crucial aspect of their mission, and they were committed to achieving it.

Mr. Rowley said that he was pleased to see the great new team appointed by the Board of Supervisors. He said that there was a commitment by their team to help Stafford grow and prosper. He said that Ms. Barber, who was leading the County Economic Development Department, was a brilliant leader who prioritized the mutual success of her department and the EDA. He said that he was excited about the new opportunities rising before them, and he believed AWS was a great example of Stafford's growth potential.

Mr. Rowley said that this was the right time to align their plans for Stafford's future. He said that today, they would hear from four speakers, including himself, who would discuss collaboration and alignment. He said that next, Marlon Wilson, Vice Chair, would provide a recap of EDA growth and accomplishments. He said that following that, Price Jett, Treasurer, would discuss their request for support and their ongoing economic impact. He said that finally, Jeff Roosa, Secretary, would outline the next steps in moving forward.

Mr. Rowley said that he would like to acknowledge the entire EDA team, which includes himself as the senior member. He said that the other team members are Marlon, who has been with the EDA since 2021, Price, who joined in 2023, along with Jeff, also from 2023. He said that Janette Holland joined earlier this year, and Frank Porcelli, whom they had just heard from, is also part of their team, as well as Daryl Weedeman. He said that as volunteers, they were committed to the EDA's success.

Mr. Rowley said that on the left of the slide, they saw their team, and on the right, they would see Ms. Barber's team and how they reported to the Board of Supervisors through Mr. Ashton. He said that collaboration between the two groups was crucial, and he was pleased to say it was working well. He said that Ms. Barber had faced challenges with reduced staffing, but that was being corrected. He said that the next slide provided an overview of EDAs, their history, and how they supported the County, government organizations, and businesses. He said that Mr. Roosa and Mr. Wilson would discuss the topics in more detail at the bottom of the chart.

Mr. Rowley said that the alignment and collaboration section highlighted their goal of working closely with the Board of Supervisors. He said that they aimed to understand their goals and objectives, adjust their goals accordingly, and support their vision for 2040. He said that they needed clarification on the specific expectations from the Board of Supervisors to ensure the EDA responded effectively. He said that regarding fine dining and upscale retail, they understood those were very important to their constituents. He said that he had had personal conversations with many supervisors on this topic, and the EDA wholeheartedly supported it.

Mr. Rowley said that he would like to discuss strategic planning. He said that Ms. Barber had been working on her strategic plan, which involved consultants and other resources. He said that the EDA also wanted their strategic plan to align with Ms. Barber's efforts, so they would tag along and make sure the plans were complementary. He said that the EDA had four committees, each with two members: a loan committee, a research committee, a business resource committee, and a technology committee.

Mr. Rowley said that the research committee, consisting of Mr. Wilson and himself, aimed to identify best practices from other Economic Development Authorities that could benefit them. He said that they were also reaching out to local organizations to explore ways their EDA could be more helpful and beneficial. He said that at their next EDA meeting, a representative from McGuire Woods Law Firm would discuss bond financing for industrial bonds, and they would explore potential opportunities. He said that he had some ideas and looked forward to learning from this process.

Mr. Rowley said that the business resource committee reviewed grant requests, such as the \$10,000 grant from the Black Business Chamber of Commerce, and reported back to the full EDA meeting. He said that in this case, they had approved the grant. He said that the technology committee was currently undergoing a period of evolution, with Mr. Porcelli and Mr. Roosa leading the way and bringing their expertise in business and IT skills to the table. He said that with the evolution of the testbed and those changes, he believed they had to determine their mission and direction, but they had the right team in place to accomplish it.

Mr. Rowley said that over the years, they had discussed establishing a memorandum of understanding between the Board of Supervisors and the EDA, but it had not come to fruition. He said that with Ms. Barber's assistance, they had developed an outline that focused on general administrative funding, banking, finance, loans, donation requests, and marketing events. He said that they had used this outline as a structure and had submitted it to the legal department. He said that a draft MOU had been created, and he understood it would be presented to the Board, with the possibility of revisions before it was returned to EDA for review. He said that next, Mr. Wilson would recap the EDA's growth and accomplishments.

Marlon Wilson, Vice Chair of the Economic Development Authority, said that a packet of information including a one-pager was available to hopefully address any additional questions. He said that he assumed some of the attendees were already familiar with their work. He said that the first slide presented their financial programs, which included four capital programs that provided capital to businesses. He said that their loan committee vetted loan requests from businesses, ensuring they were granting loans to businesses that would thrive in Stafford County. He said that

they had granted 10 business loans, and their treasurer closely tracked the funds to ensure accountability.

Mr. Wilson said that they had also provided approximately \$500,000 in grant funds to support small businesses. He said that all of these programs were the foundation upon which they could build further growth. He said that to take a step back, with the various programs and initiatives they had established, they could utilize these existing programs to achieve even more, particularly in growing businesses and attracting new companies to Stafford County. He said that their goal was to leverage these established programs to support both existing and new businesses, fostering a thriving local economy.

Mr. Wilson said that next, he would like to discuss business engagement initiatives, which included educating and training startups, hosting networking events, such as their "Beer and Business" event, where EDA members hosted events to promote local businesses and encourage collaboration among entrepreneurs. He said that this was a great opportunity for not just that business to promote itself, but also for other local businesses to network. He said that they had had a lot of discussions about veteran-owned businesses, and they had established a Veterans' Business Boot Camp that had been well-received.

Mr. Wilson said that he had had the chance to listen in on some of those calls and participate in discussions with veterans, asking questions about how they could get started and seeking guidance on available resources. He said that they strived to do a great job of directing them to the resources they needed. He said that if they did not know of a specific resource, they would research it and follow up with the veteran-owned business to provide additional support. He said that they also hosted a business appreciation reception annually, which was now in their 30th year.

Mr. Wilson said that they were actively working to improve their outreach to these groups, particularly focusing on women-owned and minority-owned businesses. He said that they were actively listening as the EDA. He said that they were exploring other initiatives, such as a business resource fund for 2024. He said that they reviewed presentations from businesses seeking support and carefully considered whether they aligned with their County's goals and objectives, ensuring that any business growth initiatives would benefit both the County and its citizens.

Mr. Wilson said that they had been able to support a few organizations, such as Kilroy Robotics, which was a community-based organization, and they had approved a \$10,000 grant for them. He said that they also previously supported a business accelerator program through UMW, which helped promote the development of educational businesses. He said that the Virginia Black Chamber of Commerce was another organization they supported, and they had presented to them on several occasions. He said that they wanted to ensure that they had accurate information and were providing the right resources to help them succeed.

Mr. Wilson said that in some cases, businesses may need additional support to move forward, and they had sponsored some of these organizations to help them achieve economic growth and community development. He said that for example, they had supported the Langley Flight Museum, the Chamber of Regional Branding, and Juneteenth events, which brought businesses

and communities together. He said that they also provided additional support to help businesses thrive.

Mr. Wilson said that in education, they made a significant donation of \$750,000 to Germanna Community College to build a permanent site in Stafford County, which would provide students with a place to learn and return to their community. He said that this was a crucial investment for their County. He said that next, they had the American Junior Golfers Association (AJGA), which they had been supporting for the past three years. He said that the direct impact on their local community was approximately \$100,000. He said that through charitable funds, they had raised over \$130,000. He said that additionally, when visitors came, they spent around \$300,000 in Stafford County. He said that it was evident that charitable organizations, such as those affiliated with the AJGA, had benefited from their efforts.

Mr. Wilson said that moving forward, he would like to discuss the GoVirginia grant, a technology-type fund. He said that they submitted funding requests to secure the necessary resources to support various technologies, including AI, machine learning, and other innovative companies. He said that their goal was to invite technology companies to Stafford, providing them with the necessary funding to bring their ideas to fruition. He said that they had established a timeline to discuss the progress they had made since the beginning, with each year's efforts focused on securing more funding to support their technology initiatives.

Price Jett, Treasurer of the Economic Development Authority, said that he would like to walk them through the seven essential elements that comprise the bare bones funding for the EDA. He said that he would cover four of these elements on this slide and three on the next. He said that starting from the upper left, they had their legal counsel contract with Hershler, which came with a \$12,000 annual retainer. He said that they also had ongoing expenses for special projects and fees, such as those with Amazon and past deeds, totaling \$20,000.

Mr. Jett said that moving to the lower left, they had an accounting contract that ensured they complied with Governmental Accounting Standards Board (GASB) standards, which was crucial for maintaining high standards and ensuring Stafford County was held above reproach. He said that the outcome of their recent audit was an unmodified audit, the gold standard for audits. He said that to conduct this audit, they paid \$15,000 annually to ensure compliance with Virginia code. He said that lastly, they had loan servicing fees, which involved making sure assessments were done correctly and payments were processed through the organization. He said that this cost \$7,000 per year.

Mr. Jett said that the next three elements were related to marketing and events, where they had partnered with Ms. Barber and her department to host events like the business appreciation reception and Veterans Business Boot Camp. He said that they also had the Economic Development Strategic Plan, which was an essential component of their work. He said that a key theme for the day was ensuring that the Economic Development Authority was aligned with the goals and directions of the Stafford County Board of Supervisors. He said that this meant that the EDA should be working in harmony with the County's objectives, rather than moving in a different direction.

Mr. Jett said that ideally, the EDA, the County, and the Economic Development Department should be like three cords bound together in a rope, working together effectively rather than at odds with one another. He said that building a strategic plan in partnership with Ms. Barber and her team was crucial, particularly with how it aligned with the Board of Supervisors. He said that the community partnerships and annual board requests that came through as pass-throughs, such as Juneteenth celebrations, boards and committee meetings, holiday celebrations, and STEM initiatives, were basic components of the EDA's operations. He said that these seven basic components required an annual budget of \$166,000.

Jeff Roosa, Secretary of the Economic Development Authority, said that to begin, he would like to address the concept of collaboration. He said that it was a topic that often came up in discussions among team members, but he would like to pose a rhetorical question: Why Stafford County? He said that each supervisor, EDA member, and County Administration official had their own unique perspective on what made Stafford County attractive to businesses, tourists, and residents.

Mr. Roosa said that this same question was posed on the Go Stafford website, accompanied by a range of qualitative justifications. He said that as an EDA, their goal was to contribute to economic development success. He said that building on the comments from his fellow EDA members, they aimed to champion projects that aligned with the shared vision for Stafford County's economic development. He said that this vision was centered on creating a flourishing community that met the needs and aspirations of their residents, businesses, and visitors.

Mr. Roosa said that in this capacity, the EDA sought to optimize their capabilities and reduce the challenges that hindered economic development objectives. He said that as a starting point, they asked themselves their own rhetorical questions. He asked how they could embrace organized synergy with multiple stakeholders? He asked how could they foster a unified approach to achieve Stafford County's strategic vision for economic development as they moved forward together? He said that the current focus areas included attracting new businesses, retaining and supporting job creation, and enhancing quality of life.

Mr. Roosa said that he would not delve into each of these areas, but their current vision statement emphasized Stafford County's diverse and modern business base, making it an attractive place to live and work. He said that as an EDA, they had articulated a purpose and sought to optimize it with a shared vision. He said that this shared vision aligned with both Stafford County and the Economic Development Department's strategic plans. He said that it was centered on fostering opportunity and aligning their collective purposes to execute a plan. He said that the next question was how they could move the needle in a collaborative direction.

Mr. Roosa said that they had already begun positive collaborative efforts to set conditions for success. He said that for example, earlier this year, and as noted in their packet, they had collaborated with the Economic Development Department to put together to draft a Memorandum of Understanding (MOU), which established clear responsibilities and helped mitigate unrealistic expectations. He said that recently, their chairman had identified and defined committees, assigning EDA members based on their backgrounds and expertise.

Mr. Roosa said that as a takeaway from this slide, he would like to offer three ideas to enhance their alignment and collaboration outside of their scheduled meetings. He said that firstly, he proposed informal, one-on-one meetings between supervisors and appointed EDA members, without any formal structure. He said that this could be a phone call, a Zoom call, or even a casual meeting over coffee. He said that the goal was to maintain continuous communication.

Mr. Roosa said that secondly, he suggested communicating EDA outcomes to the Board of Supervisors in a way that aligned with Stafford County's economic development strategic plan, using metrics and measurements to demonstrate progress. He said that thirdly, he recommended participating in economic development community engagements as a visible show of support and commitment.

Mr. Roosa said that in conclusion, Stafford County had so much to offer as a thriving community. He said that the EDA remained committed to fostering sustainable economic growth, and they appreciated the Board's continued support and commitment to achieving their shared goals for the County's prosperity. He said that on behalf of the EDA, he would like to thank them for their time and attention this evening. He said that he now opened the floor for any questions or comments for the EDA.

Ms. Bohmke said that the Board would like to extend its gratitude for this excellent presentation. She said that she appreciated the way they had categorized the various areas of expertise, which was a great organizing concept. She said that this was very exciting, and she thanked them for that. She said that she was also impressed that they were undertaking a strategic plan, and they would have more information on that soon.

Ms. Vanuch said that she would like to take a moment to express her gratitude to each and every one of them. She said that as a reminder to anyone listening to this recorded tape, it was essential to acknowledge that these positions are unpaid and require a significant amount of dedication and hard work. She said that she believed they had had this meeting in previous years, although she was not certain if they had one last year.

Ms. Vanuch said that for many years, they had discussed delivering on the needs of their constituents, which include reducing the number of storage units, vape shops, and auto zone stores, while increasing the availability of entertainment options, activities for children, and fine dining and both chain and non-chain restaurant establishments. She said that she believed it would be beneficial for them to quickly develop a plan with metrics. She said that Mr. Roosa was from the Rock Hill District, and they previously discussed metrics and measuring what that looks like.

Ms. Vanuch said that to their constituents, it may appear that not much is being accomplished, as new areas are developed with similar businesses, such as 15 Starbucks in a row alongside vape shops and storage units. She said that she understood that the Economic Development Authority's scope is broader, but she believed the public often fails to grasp the limitations of what they can control in certain zoning areas. She said that as a Board and EDA, they must develop a better plan for delivering results. She said that she appreciates some of their ideas for hosting seminars, so she would like to see seminars focused on fostering the retail gap, particularly in areas like women's clothing and children's entertainment.

Ms. Vanuch said that she would like to know if they have conducted any work sessions on driving local veteran-owned businesses to develop these retail gap areas. She said that as a supervisor, she was concerned that much of the money being spent is going towards donations and charitable events, rather than supporting businesses that meet their retail gap needs, such as women's clothing, food, and entertainment. She said that she did not see any funding allocated towards these businesses, which was concerning to her and should be to the taxpayers, especially when the EDA asked for a budget from the Board. She said that she would like to know the answers to these questions as they move forward into the future.

Ms. Vanuch said that she would like to ask the advocates for STEM and STEAM programs if there were any local businesses contributing to these initiatives. She said that many large businesses are willing to contribute to STEM and STEAM programs by providing a \$25,000 grant when asked by the EDA. She said that this funding supports jobs, learning, and education in areas relevant to their businesses. She said that she wondered if there was a program in place where the EDA solicits funding from these businesses instead of covering the costs themselves.

Ms. Barber asked if Ms. Vanuch was asking about sourcing the EDA with business funding.

Ms. Vanuch said that yes, she was wondering if any EDA members had gone to any of these businesses. She said that often, when these businesses come before the Board seeking approval, they claim to be great community partners and donate to STEM and STEAM learning initiatives. She said that she noticed that the EDA also invests in these programs, and the funding is typically tied together. She said that the businesses donate money, and the EDA helps foster these programs within the school system, which in turn develops job opportunities that align with the businesses' goals. She said that she believed this was a missed opportunity if they were not exploring this avenue, and it could also be a valuable area of investment to help offset some of the costs.

Mr. Wilson said that the EDA had asked businesses to consider whether they had already spoken with other businesses in the area before coming to the EDA. He said that they did not always provide the full funding that businesses needed, but rather offered a smaller portion of what they required. He said that they also advised businesses to reach out to other businesses, including those they knew, and to connect with local schools that may be involved in similar initiatives. He said that this could help businesses build a network of potential partners and supporters. He said that often, businesses were aware that they would be asked these questions, so they would come prepared to present their plans, highlighting the businesses they had already spoken with and the resources they needed.

Mr. Rowley said that he had previously mentioned the Black Business Chamber of Commerce. He said that the \$10,000 that they provided was a requirement for a larger grant from GoVirginia, which they received in conjunction with other funding for the community. He said that this partnership aligned with what Ms. Vanuch had mentioned, where GoVirginia's grant was contingent upon securing additional funding from the community.

Ms. Vanuch said that what she was referring to was that these large businesses were utilizing their local Economic Development Authorities as pass-through partners to develop STEM and STEAM

programs within the school systems. She said that this was intended to foster and develop educational programs that directly fed into those jobs, such as service workers, engineers, biopharma specialists, and others.

Ms. Vanuch said that these businesses would dedicate resources to support these initiatives. She said that this was an area for consideration. She said that it was a bit concerning that other businesses were inquiring about STEM programs, even though this was not a typical approach. She said that this was an interesting development. She said that she had a question regarding the loans provided. She said that she would like to be provided with information on the number of loans currently in default, along with their respective values. She said that she was trying to gauge whether the former EDA was making sound business decisions in terms of the types of businesses they were investing in.

Mr. Rowley said that they currently had one loan in default.

Ms. Barber said that they had only one, and it was valued at \$46,000.

Ms. Vanuch said that there was a business in her district that received \$100,000 from the EDA and, upon inspection, it appeared to be a junkyard. She said that she was also concerned about this situation.

Mr. Rowley said that he could not discuss their housekeeping.

Ms. Vanuch said that she did not think that the Economic Development Authority (EDA) funds had been used for the purposes that they had intended.

Ms. Bohmke said that perhaps they could talk about that specific situation offline.

Dr. Yeung said that she would like to ask a few questions instead of going into further detail. She said that she would send them to someone to follow up on these questions. She said that one of the first questions she had was regarding the strategic plan. She said that she had been wondering if the Economic Development Authority, as well as the Board, had taken the time to review the Board's seven priorities and connect them to their current strategic plan before presenting it.

Ms. Barber said that to provide a quick background, the strategic plan ties together various components. She said that the Economic Development Department should have its plan ready by April or May, with the goal of alignment with the County's strategic plan. She said that as a result of discussions with the Chair and Vice Chair, once the department's plan is approved, ensuring it was aligned with the County's strategic plan, the EDA would create one based off of that outcome. She said that it had not been done yet; the intention was to wait to create the EDA's plan to ensure it better aligned with the approved department strategic plan.

Mr. Rowley said that to his knowledge, the EDA had never had a strategic plan until their current project.

Dr. Yeung said that she had been advocating for this for a while, and Ms. Barber would confirm that she had been pushing for it. She said that she was grateful they were bringing it to the forefront. She asked if this meant there were no bylaws or rules of engagement in place.

Mr. Rowley said that they did have bylaws.

Dr. Yeung asked if they had bylaws that documented the governance structure.

Mr. Rowley said that yes, they did.

Dr. Yeung asked if there is also a funding model associated with that.

Mr. Rowley asked for clarification.

Dr. Yeung said that she was hearing about the funding of grants and loans. She asked if they could explain the differences between these funding options, and if there were specific criteria that they use to determine which ones to offer.

Mr. Rowley said that business resources committee, as well as the other committees, had a charter that outlined the specific requirements. He said that if they were to request something like rebuilding a swimming pool, they would not be able to accommodate it because it was not outlined in their charter.

Dr. Yeung said that they had specific items outlined in there. She said that she had one other question, and she would send her other questions to the Chair. She said that she heard about the community's requests, and she has also heard about when the theater was supposed to be coming. She said that she could ask Planning about that, because it was supposed to be coming in her district. She said that however, people decided ahead of time to use a theater breaking ground ahead of time as a political point, and then individuals asking about the theater two years ago, after breaking ground to pretend it was coming, fooled people and was disingenuous.

Dr. Yeung said that to ask now when it was coming while they were trying to move that ball forward, it could come in any district, but there was one supposed to be coming in the Garrisonville District. She said that Mr. Santay could confirm that it was coming along, but the Planning and Zoning Department controlled that process with the individual development, so she was limited in what she could say about it. She said that however, when they ask about restaurants and fine dining, it was not possible to decide on those without considering the housing needs of the area. She said that they cannot separate housing and fine dining; they need to be considered together. She said that the criteria for development have not changed to accommodate this, so they cannot simply add housing to an area and then decide on fine dining.

Dr. Yeung example, in the case of Embrey, where there are approximately 2,000 homes, it was possible to consider fine dining in certain areas. She said that however, to say they do not want specific housing or do not want to build more housing, it was unrealistic to expect one thing without having another. She said that when they expect certain things, they need to be prepared to accept other things that they may not like in the same area.

Mr. English he would like to thank the Economic Development Authority members for their dedication and hard work. He said that he appreciated everything they did as volunteers. He said that he would like to bring up one thing that he thought the EDA could consider. He said that he had previously discussed this with the past County Administrator as well. He said that he would like to see the EDA reach out to long-standing businesses in the area, such as those that had been in operation for 50 or 60 years. He said that recognizing these businesses would go a long way in acknowledging their contributions to the community.

Mr. English said that he believed that the County did not do enough to recognize businesses that had been here for so long. He said that for example, he knew of businesses that had been in operation for 60 years. He said that he thought it would be beneficial for them to come together and develop a program to recognize 10 businesses per year, perhaps by placing a plaque on their door that acknowledged their 50 years of service to Stafford County.

Mr. English said that he would like to see the EDA take the lead on this initiative. He said that regarding fine dining and restaurant partners, he and Mr. Diggs both lived on Route 17 and had talked about that extensively. He said that people were concerned about the rooftops, and he did not know how to solve that issue. He said that this was where he would ask the EDA to provide guidance and support.

Ms. Bohmke said that the annual business appreciation event was a significant occasion for the local businesses. She said that each year, they presented three awards to recognize the contributions of these businesses.

Mr. English said that he would like them to put something on the doors of long-standing businesses in order to say the County appreciated them. He said that maybe some new businesses would not come to Stafford, but they already had many. He said that each district could have their own recognition.

Ms. Allen said that perhaps they could consider doing five-year anniversary recognitions.

Mr. English said that it would send a good message to businesses.

Ms. Bohmke said that perhaps the Board could do that.

Mr. English said that he would be willing to help with it.

Ms. Barber said that she believed that it was Kyle who had heard him mention that same idea at last year's event. She said that he told her she should create this program, so she set the parameters, but unfortunately, she ended up being interim and had no staff. She said that as a result, she had developed this whole plan, which was even in their budget. She said that recently, they had acquired software that enabled them to send surveys to local businesses, where they could fill in information. She said that they planned to send out a survey in the future, once they had established a stable staff and could track the information of when the business had opened and annual changes to any information.

Ms. Barber said that a lot of other localities used their Business, Professional, and Occupational License (BPOL) taxes to keep track of that information, and since Stafford did not have BPOL, they would need to rely on the businesses to provide updates with that survey, and they could partner with the EDA by recognizing those businesses at the business appreciation reception.

Ms. Allen said that she wanted to echo everyone's comments about the appreciation for the work the EDA did. She said that it was clear that they valued the efforts they put into their roles, despite not receiving compensation. She said that she, along with the other Board members, appreciated the new approach the EDA was taking to be more responsive and forward-thinking. She said that she understood that budget constraints were a challenge, and she respected their efforts to work within those limits to achieve their goals. She said that she had two concerns that she hoped were part of the strategic plan when it was revealed in the spring.

Ms. Allen said that one of her concerns was the lack of movement with their targeted growth areas (TGAs). She said that she would like to know what steps they were taking to invest in their targeted growth areas, particularly in the north. She said that she had always felt that when entering Stafford, one needed to say, "I want to invest here." She said that in her district, the presence of used car dealerships did not look good. She said that in contrast, Dumfries was making progress with its game resort, which, although not yet open, was expected to drive revenue.

Ms. Allen said that they needed to start taking more proactive steps to develop their targeted growth areas. She said that she was not sure what that looked like, but she would like to see them initiate this effort. She said that she was concerned about the state of certain areas, such as Route 1 and Falmouth, which were plagued by dilapidated buildings and abandoned lands. She said that as they moved west, she would like to know what steps they were taking to develop these areas past Route 17 in Hartwood. She said that it appeared that there was a significant lack of development in areas like 610. She said that she was concerned about the targeted growth area models they would use to identify opportunities for growth.

Ms. Allen said that this concern transitioned into her second point, which was the limited availability of land. She said that she would like to know how this issue fit into the EDA's vision and strategic plan moving forward. She said that this was a real challenge for them, as they lacked the necessary infrastructure to support businesses. She said that she would like to know what available land the County had to economically develop and meet their infrastructure needs. She asked if there were opportunities in certain districts, such as those not served by 610 or 17, but had the necessary connectivity to support development.

Ms. Allen said that perhaps they could work with the Board to implement transportation strategic plans and explore ways to coalesce economic development with transportation, land use, and targeted growth area planning. She said that she would like to see a clear plan for the next year to align these efforts, as they must start integrating economic development with transportation, land use, and targeted growth area planning. She said that if not, they risk competing for very small parcels of land, and the County's own land needs and the schools' needs must also be considered as part of the larger conversation.

Ms. Krauss said that Ms. Gary had just texted her, “Please tell everyone I said I am very grateful for their presentation and work, but I have to jump off the call.”

Mr. English said that something else to consider was to become a certified crime prevention community. He said that this certification would be displayed at each entrance, informing visitors that they were entering a community that had taken proactive steps to prevent crime. He said that this would be a valuable marketing tool for their businesses, as it would help them stand out and attract customers. He said that this certification could lead to lower insurance rates for these businesses. He said that overall, this was a significant opportunity if they could effectively promote it and leverage its benefits.

Ms. Barber said that Ms. Allen’s points were incredibly accurate. She said that three key components that were included in the Request for Proposals (RFP) as requirements for responses for their strategic plan for the department were: first, determining target sectors, meaning the types of businesses she should be promoting and actively working towards aligning with their vision. She said that this was particularly important, as the vision of previous directors and supervisors had evolved, and it was essential that their current vision was reflected in their strategic plan.

Ms. Barber said that second, target locations would be determined by the strategic planning process, working with the Board to gather statistics and identify these locations. She said that this would likely align with the general consensus on areas that required redevelopment. She said that lastly, to develop concepts for incentives that would encourage the growth of these target sectors and areas was essential to their strategic plan and aligned with the questions Ms. Allen had raised.

Ms. Allen said that the utilities and transportation piece was important given the complaints about the saturation on 610 and 17. She said that however, not everyone lived on 610, so this helped with traffic flow and mitigation. She said that she believed there must be an opportunity for them to start exploring the in-between areas and peripherals of the County to develop those places. She said that as a Board, they had to make transportation decisions. She said that if they were to present the Board with data that supported that if they were to put in X amount of road or widen the road in a specific area to potentially attract a few businesses, that might change her vote on road projects. She said that she would rely on those tax dollars to fund other road projects, rather than the County footing the bill every time.

Ms. Bohmke said that one of the businesses that many people in the County had been wanting for 10 or 12 years was Trader Joe's. She said that Trader Joe's had stated to former Economic Development Directors that they were not planning to come to Stafford County, citing the need for more housing. She said that this was true, as Quantico to the north did have an impact on their retail spending and dollars. She said that Quantico was a valuable asset, but it did draw businesses away from their area.

Ms. Bohmke said that when businesses chose a location, they often drew a circle around it, which affected their local numbers. She said that she wanted to highlight the recent opening of Germanna's new site in Stafford County, which they were thrilled about. She said that Germanna offered a range of courses, and she would like to explore the possibility of collaborating with them to direct students from those courses to their local businesses.

Ms. Barber said that they worked closely with Germanna. She said that Jack served on their board, and Savannah was actively involved with the workforce group. She said that as a result, they tried to be heavily involved with them and encouraged their involvement. She said that they had also been part of the Stafford schools' various focus groups and initiatives as they developed curriculum and engaged local businesses. She said that given the significant role workforce played in economic development, this trend was unlikely to diminish, but rather continue to grow.

Mr. Rowley said that Germanna had the first graduate class of the AWS Training Center this week.

Ms. Bohmke said that some of the Board members had recently attended the annual Virginia Association of Counties (VACo) Conference in Bath County, and one of the sessions focused on workforce development. She said that she felt bad for some of the smaller counties in the Commonwealth, where they were struggling with population loss. She said that not everyone was facing the same challenges, such as closing schools or struggling to attract businesses.

Ms. Bohmke said that she looked at Germanna Community College and considered it a gem. She said that they were fortunate to have it, especially since not every student needed to attend college. She said that now, many students could pursue a career and raise a family if that was their desire. She said that she was very excited about this opportunity and having it right here in Stafford County.

Dr. Yeung said that she would also like to discuss workforce development. She said that she recalled that they were involved with the Fredericksburg Regional Alliance, which she thought was excellent because they also focused on workforce development. She said that she hoped that there was an alliance or partnership there that they could leverage instead of duplicating efforts. She said that she believed it was essential to have a collaborative approach to workforce housing, which could also benefit their schools.

Dr. Yeung said that she had spoken with representatives from Germanna and other organizations today and yesterday about integrating workforce housing, workforce development, and schools. She said that notably, some individuals were adults seeking a place to live, rather than just high schoolers. She said that she was interested in knowing if they were planning to look at not just their own district, but to engage in some small area planning. She said that Mr. English had mentioned thinking outside the box, and she had been exploring Mine Road, where he discussed the idea of demolishing the hotel.

Dr. Yeung said that the hotel, which was currently for sale, served as a prominent anchor in the area. She said that it could be repurposed into condominiums catering to professionals, young people, firefighters, and teachers, potentially through a public-private partnership. She said that some businesses were already interested in pursuing this concept. She said that she had ideas and a network of people to collaborate with, but she would like to know what steps they could take to support her in bringing a project like this to fruition.

Ms. Barber said that when it comes to housing, normally Economic Development does not directly get involved in housing. She said that it would typically be a different department, but when it

comes to workforce housing, they could be a partner rather than a lead on a project. She said that they would be partnering with the intention of positively impacting the local economy and bringing in businesses.

Dr. Yeung said that in the past, they had provided the EDA with land, then the EDA sold the land, generating profit from it. She said that she was trying to understand how they could plan for self-sufficiency in the future, even after the Board's assistance.

Mr. Rowley said that they were not ready for publication. He said that he had been working with Dr. Taylor and the school system before he left. He said that they had attempted to develop a program with the Cliff Farms project, but unfortunately, that did not work. He said that he had a meeting scheduled with Xavier and others on the same topic. He said that it was something he wanted to take to the EDA for further discussion.

Mr. Rowley said that they did not have a quick solution. He said that his vision was that the EDA might contribute some money, the Board of Supervisors might contribute some money, and with that put together with the developer some housing that people can afford. He said that by implementing certain restrictions, they could make this work and allow people to live there for 10 years, and they would not get any benefit and the growth would be in the value of the property. He said that it had worked in other places, but he was unsure of how it would work here.

Ms. Bohmke said that at the VACo Conference, where she had served as the moderator for the housing discussion, Virginia Housing was present and discussed various projects they were undertaking throughout the state. She said that they had available funds, although the amount of money they had this year was less than the state had allocated to them last year.

Mr. Diggs said that he also wanted to thank the EDA. He said that this was his first year on the Board, and what excited him the most tonight was when they emphasized the importance of collaboration and working together, likening it to the three cords being intertwined, because that was what it would take to move forward. He said that he sensed that they were serious about this, having met with Mr. Rowley and Mr. Jett, and he believed that was reassuring.

Mr. Diggs said that he did not know the history of past discussions or the relationship between them, so that was really exciting for him. He said that as Ms. Barber mentioned, the strategic plan would bring all these elements together, and he was very excited about that. He said that he recently met with a contractor for a fine dining establishment and they had a conversation about bringing that development to their area. He said that the contractor proposed adding housing and an upscale hotel.

Mr. Diggs said that he believed it was their responsibility to explain to constituents what came with these developments, and he planned to discuss this in his December town hall. He said that he had had some conversations, and he knew some citizens did not want this, so it would depend on the district and what constituents were saying. He said that it would undoubtedly come with a cost, and more residential development may be necessary. He said that for him, with their current schools, more residential was not a good idea. He said that they would work it out.

Ms. Allen said that she would like to add a quick comment to the Germanna point. She said that as the largest population center for nursing, Germanna is a prime location for this type of facility. She said that she had the opportunity to speak with nurses, student nurses, and even high school and middle school students, and many of them had already expressed concerns about the lack of opportunities in Stafford. She said that as someone who had children in the schools and was familiar with the area, she could attest to this. She said that they could invest in programs and workforce development initiatives, similar to those being implemented in the high schools, and Germanna could play a significant role in addressing these needs.

Ms. Allen said that however, if they did not address the economic development and job opportunities in Stafford, it would not matter how much Germanna contributed. She said that the mindset of many of these students was that Stafford would be seen as a place where they worked, but not live, and their purchasing power would be lost to neighboring counties like King George, Caroline, or Spotsylvania, which offered more amenities and opportunities. She said that if they did not take action to retain their children and provide meaningful opportunities for their residents, they would lose an entire generation of people, resulting in billions of dollars in lost revenue over time.

Ms. Vanuch said that she wanted to build on the points made by some of her colleagues, and she appreciated Mr. Diggs' comments about clearly communicating the costs to their constituents. He said that he reminded her of the downtown Stafford development, where the proposal included 10,000 new homes, only to have that idea scrapped. She said that to reiterate, the Board had had to build three new schools, and they were facing significant road and infrastructure challenges over the next couple of years, all while their population continued to grow.

Ms. Vanuch said that when she heard about the EDA potentially pursuing a development deal for condominiums, it seemed wrong. She said that what she would prefer was for the EDA to focus on attracting businesses that their residents wanted, rather than solely focusing on areas with perceived population gaps. She said that she had visited counties with lower populations than theirs, yet they had the types of restaurants they lacked. She said that it was unclear what was not being done, and she believed the EDA's strengths could be leveraged to identify the solution.

Ms. Vanuch said that she was curious about the smaller counties that had the amenities they lacked, and she believed they were utilizing incentive programs, such as waiving personal property taxes, offering holiday exemptions on real estate taxes, and implementing comprehensive plans to attract businesses like a bowling alley. She thought they were using these packages to entice businesses to develop in the county, waiving residential property taxes and providing streamlined planning and zoning approvals.

Ms. Vanuch said that this was something she believed they could easily address, and it did not require adding more houses. She said that the EDA had been asked to explore ways to drive these businesses that their residents were consistently inquiring about, such as a bowling alley, movie theater, or a trampoline park.

Ms. Bohmke asked if any EDA members had anything further they would like to share.

Ms. Holland said that she appreciated and enjoyed the conversation. She said that this was her first meeting with the Board, and she was learning a great deal, so she wanted to thank them for taking the time to share all the information with them. She said that she also appreciated the opportunity to meet everyone face-to-face.

Mr. Weedeman said that he wanted to address the comments Ms. Allen made about keeping people in Stafford. He said that he believed some of them may recall a Fredericksburg Chamber meeting from about a year ago, where local businesses discussed the issue of young college graduates leaving the area and how to bring them back. He said that this was not unique to Stafford, but also a concern for Fredericksburg.

Mr. Weedeman said that the issue was centered around the businesses and what they could offer to keep people from leaving once they graduated. He said that he thought Ms. Allen's point was valid. He said that he was not sure what the solution was, but it was a pressing problem. He said that the reasons for this issue were complex, including economic factors, cost of living, and opportunities. He said that given the abundance of opportunities in their area, including government contracts, he believed it was something they should work on collectively to address.

Mr. Porcelli said that he had been thinking about this discussion and had a few thoughts. He said that Kalahari Resort was building a large amusement park and resort in Thornburg, and Stafford County was a convenient pass-through route to get there. He said that he thought that this could be leveraged to attract businesses to Stafford County, as people would be traveling up and down the coast from the north and south. He said that while they may not be able to attract businesses from the south, they could target those coming from the north, west, and other areas.

Mr. Porcelli said that he believed that this was something worth considering, and potentially discussing with the Kalahari team to see how they could support their business and attract their patrons to the park. He said that he also noticed that Stafford County was designated as a hub zone, which could be beneficial for attracting technology companies and government contracting firms. He said that these businesses may be eligible for government programs and incentives. He said that it was not the whole County, however.

Mr. Rowley said that his recollection was that they had two different projects for field houses in this County, and they fell apart. He said that he was unsure what the specific reason was, but he knew that the EDA was not involved in that particular project.

Ms. Bohmke said that she believed one of them wanted additional housing.

Ms. Vanuch said that the other did not exist.

Mr. Rowley said that whatever caused those developments to fail was something they needed to fix. He said that they needed more housing.

Mr. Wilson said that he appreciated the feedback from the Board, and he had taken detailed notes. He said that he would also like to reiterate their desire to continue collaborating with the Board. He said that if there were any areas where they needed the Board's expertise, they would like to

have the opportunity to present their ideas to them. He said that if they had some initiatives they were working on, they would like to hear their thoughts on the matter. He said that they understood that they needed to align with the Board's strategic goals, but they wanted to ensure that they were building a strong relationship here. He said that as he had mentioned earlier, they were committed to doing this right by the County, because that was essential to their success.

Mr. Jett said that they were discussing a multitude of issues tonight, and it was true that everyone faced challenges. He said that behind every problem lay an opportunity. He said that as an optimist by nature, he believed that together, they could find solutions. He said that it would require more than an annual conversation. He said that they would have to continue it if they were going to come together for the good of Stafford County. He said that as a lifelong resident, he had had the privilege of living in various parts of the world, but he had always returned to Stafford County.

Mr. Jett said that he was confident that with the County's support and their collective efforts, they could build a great future. He said that it would require collaboration, multiple conversations, and a commitment to working together. He said that if they were dedicated to this, he had no doubt that they could achieve great things. He said that the right people were in this room, and with their combined expertise, passion, and dedication, they could make it happen.

Ms. Bohmke said that she was certain Mr. Jett could bring ideas from around the world back to Stafford.

Mr. Roosa said that building a community in this County, particularly in terms of economic development, was a complex task. He said that they were often surprised by the diverse needs and expectations of their constituents, and trying to balance these competing demands could feel like a game of black and white. He said that from his perspective, drawing on his background in military operations, he saw it as a matter of clear command and intent.

Mr. Roosa said that in this context, their Board of Supervisors served as the commander, and they needed to understand their intent in order to work together effectively. He said that this included collaborating with Ms. Barber and her group to ensure they were all aligned on their goals and objectives. He said that while there had been some positive developments since he joined, he believed that by moving forward in a unified direction and doing things the right way, they could achieve some truly remarkable things.

Ms. Bohmke said that she wanted to echo the points that had been made and leave it to Ms. Barber and the County Administrator to schedule their next meeting, as they often failed to recognize when it was necessary. She said that they regularly talked with their EDA members, but she believed it was best to leave it to them to inform them of the next steps.

Mr. Ashton said that this meeting had been enlightening and marked the end of his second month, which was a great milestone. He said that he had taken some thorough notes and heard many thoughtful ideas that had been shared. He said that there were several topics that required follow-up, and he would work with Ms. Barber to schedule a future meeting for this group. He said that he was looking forward to meeting with Jack on Friday, where they could discuss these topics further. He said that they would stay in touch.

ADJOURNMENT

At 6:52 p.m., Chairman Bohmke adjourned the November 12, 2024 Stafford County Joint Board of Supervisor's and Economic Development Authority meeting.

Willam H. Ashton, II
County Administrator

Meg Bohmke
Chairman