

Simmons, Ellen

To: BOS
Subject: FW: E3 Scan- Meeting Notes
Attachments: E3 Scan- Meeting Notes 11-14-17.docx

From: Shandor, Victor [<mailto:vshandor@ycsd.york.va.us>]
Sent: Tuesday, November 28, 2017 11:12 AM
To: Morgan, Neil
Subject: FW: E3 Scan- Meeting Notes

Didn't know if you wanted to share this with the Supervisors. They may be interested in how we are trying connect the business owners with the work of the schools.

Vic

From: Shandor, Victor
Sent: Tuesday, November 28, 2017 11:10 AM
To: Noel, James <JNoel@yorkcounty.gov>
Cc: Vladu, Anthony <avladu@ycsd.york.va.us>; Hespe, Sandra <SHespe@ycsd.york.va.us>; Guy, Stephanie <SGuy@ycsd.york.va.us>; Pica, Christie <cpica@ycsd.york.va.us>; Ford, Sandra <sford@ycsd.york.va.us>
Subject: E3 Scan- Meeting Notes

Jim,

I hope you had a restful holiday with your family. Attached you will find the minutes from our session with E3. Please review and let me know when and who from that group can be a part of the work group! Would love to have the first meeting prior to Christmas break if possible.

Thanks again for organizing this meeting. We certainly appreciate the attendance and participation of the local business owners.

Sincerely,
Vic

How can we, the York County business community and the York County School Division, work together to prepare young people for jobs and careers?



See the Issues	Clarify the Issues	Assess Priorities		
<i>What seems to be important about this situation?</i>	<i>What do we mean by...?</i>	<i>Which issues are most important?</i>		
		<i>Consider Seriousness, Urgency, and Growth</i>		
		<i>How serious is the issue?</i>	<i>How urgent is it?</i>	<i>What is the trend?</i>
Situation:	Clarified Concerns	Seriousness (H,M,L)	Urgency (H,M,L)	Growth (H,M,L)
Unrealistic expectations of future workers (salary, etc.)	Expectations of work ethic Salary vs. experience Training will and can occur (grow our people)	M+	H	↑
How do our students/workers continue even when the road gets hard?	Understanding variability in timeline (move up ladder) Businesses -How do we motivate a new worker (retain) What can I expect from my boss?	M	M	↔
Goal Setting	Pathway to success (who can share how they've become successful?) Recreate "Don't wish for it, work for it" with steps in process (can be individualized)	*H	H+	↑
Start partnership in middle school - including variety of opportunities College vs. career and create an awareness (bringing in the experts from the field)	Partnership for trades (and others)	H-	H	↔
How do we create excitement for "non-glamorous" jobs/careers?	Business, community, and education	* H+	H+	↑
Career as pathway (not just a job)	Potential earnings/outcomes How they "onboard" and grow"	H	H-	↔
How do we ensure students/workers communicate, listen, read, discipline/feedback?	Skills, communicate, listen, able to accept feedback Basic content skills (read, write, math) Specific example of electricians not being able to continue training because of lack of math skills	*H+	H	↑ ↑H
Regulatory barriers preventing experiences early (i.e. OSHA, heavy machinery)	Regulations	L	L	↔

How can we, the York County business community and the York County School Division, work together to prepare young people for jobs and careers?



Attracting blue collar workers with skill set and matching expectations	The team identified that this specific issue was included within other <i>See the Issues</i> already covered			
Resilience, initiative, embrace failure Growth mindset for real world	Right attitude, first impressions, growth mindset	*H+	H+	↑
Community understanding Connect to parents – what we are looking for in future workers	Parents to understand (Return on Investment ROI) All opportunities different trade vs. Master’s degree	H	M	↔
Funding	Funding	Team decided not to rank		
Training (partnership w/private)	How do we replace some of the state funding training that moved from K-12 to community college? Without this state funding there is not a direct feeder for local business. What opportunities for career mentorship? (beyond when there is a direct family-community connection) How do we make these realistic bottom/up	M+	M	↔
Drug Addictions	Impact on your job (drug)	M-	M	↑

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Next Steps	Who	When
<p>Create equal footing by putting a work group together to kick off how to start momentum</p> <ul style="list-style-type: none">• Business boot camp (school)• Partnership with business to come in and share <p>Facilitate connections</p> <p>Mentorship begin to make it work again</p> <p>Group to work on how to get parents/community</p> <p><i>*Denotes top priority</i></p>		

COUNTY OF YORK

MEMORANDUM

DATE: November 30, 2017

TO: York County Board of Supervisors

FROM: Neil A. Morgan, County Administrator 

SUBJECT: New Governance Structure for HREDA

The attached document was recently distributed by the Hampton Roads Economic Development Alliance (HREDA) referencing its new governance structure. In light of our ongoing discussion about York County's regional place with regard to economic development, I believe you will find this interesting and relevant.

NAM:mes

Attachment

FROM THE PRESIDENT: NEW GOVERNANCE MODEL FOR A NEW YEAR

November 27, 2017

Three words, “change, transition and progress,” come to mind when I think of my time in Hampton Roads since joining the Alliance April of 2016. Merriam-Webster defines change as “... giving a different position or course,” and that clearly characterized my arrival when I was charged with quickly getting the Alliance back on track. Transition is defined as “movement, development or evolution from one form, stage or style to another” and that certainly describes where we are today and what we’ve been doing in 2017. Progress is a “forward or onward movement toward an objective or goal” and that, I believe, accurately frames where we are headed as we chart towards 2018.

Allow me to provide you with a bit of background and an update on the governance transition we have been working throughout in 2017. Following an initial reorganization of the Alliance team and the launch of a focused and goal-driven action plan in 2016, we moved to design and implement many needed and important governance and engagement adjustments that, when approved and accomplished, will move us from our previous form to another more effective one.

Good governance happens by design and not by accident. The Alliance governance model was originally designed twenty years ago when the organization was formed in 1997. The model was tweaked slightly when the peninsula and southside economic development efforts were combined in 2005. In sum, the Alliance was functioning or attempting to function in the 21st century with a late 20th century governance and engagement model.

What was “right” or best practice in 1997 wasn’t quite right in 2017.

In 1997 cable and digital subscriber lines were just beginning to appear in homes making telecommuting a real option. Today we are seeing the arrival of major transatlantic fiber lines in Virginia Beach as a major step forward in our overall broadband connectivity. In 1998 GOOGLE was founded and, well, the rest of that technology arc is a pervasive part of our history. Facebook was founded in 2004, Twitter in 2006, and the iPhone first launched in 2007. Today, over 95% of Americans own a cellphone of some kind.

I could go on and on, but you get the point. Our world has changed dramatically, and we were still trying to do our job with a governance and engagement model that was designed for the prior century.

So, in early 2017, we began our governance review process with some general thoughts and concepts in mind. We hoped to accomplish several things with any changes we made:

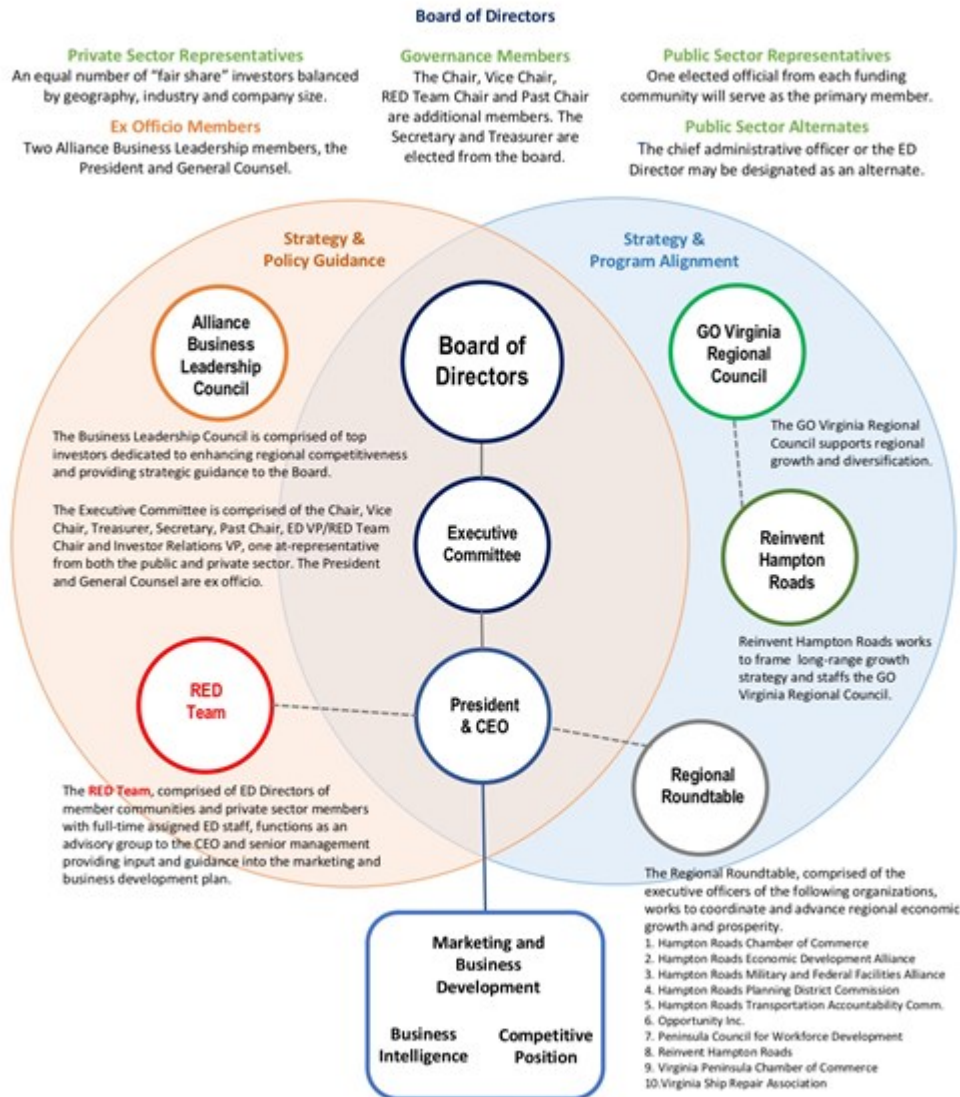
1. Streamline the governance process overall and increase both efficiency and effectiveness.
2. Clarify organizational roles and integrate or align our programs and activities.
3. Improve private investor engagement and support more adequate resource development.
4. Focus management and staff functions on the organization's core mission and purpose.

After pulling together best practice ideas from around the country, our leadership visited the Greater Richmond Partnership to see, firsthand, the way they were organized and structured. While there are distinct differences between our two regions, we learned a lot about how getting the structure right helps provide an environment for overall program performance and success.

With a lot of work and input from our leadership, stakeholders and investors, we assembled a set of recommendations and revisions that became the basis of the proposed new Alliance governance and engagement plan. This plan has been reviewed and approved by our executive committee and will be presented, along with revised

bylaws, to the full board of directors at their December 14, 2017 meeting. When approved, the new model will go into effect on January 1, 2018.

Hampton Roads Economic Development Alliance Board and Executive Committee Governance Structure



One of the more significant governance changes is the structure of the board of directors and executive committee. The board and executive committee has always been equally balanced between the public and private sector and that core feature is retained. Two major changes, however, are related to board and executive committee size and the selection process.

The prior practice of providing an automatic board seat to all private investors making at least a \$5,000 annual investment led to a board of over 100 official members. Not only was this structure ineffective for governance purposes, engagement and participation had degraded significantly over time. By 2017 over half of the officially designated board members never attended a single board meeting. Clearly a change or refinement was needed.

The new governance plan calls for reducing the board size initially to 23 members while maintaining a 50:50 balance between the public and private sector. Fundamentally, there will be one private sector member for each public sector member. Additionally, election to the Alliance Board of Directors will now be accomplished through a formal nominating committee process and a board seat is no longer automatic based on a minimum investment level.

The nominating committee will annually present a slate of nominees for election to fill open board seats. The criteria for nomination will involve a combination of fair share investment in the Alliance, current engagement in and support of the Alliance and the ability to help advance efforts to achieve the Alliance mission of quality job growth and economic diversification.

Similarly, the executive committee will be reduced in size to nine members comprised of the Alliance elected officers, two at-large members from the public and private sector and two ex officio members representing key community partners and allies.

While these changes reduce the number of official board and executive committee engagement opportunities, many other changes are also underway that will increase stakeholder and investor engagement opportunities.

The role of regional economic development directors or the RED Team is being formalized and fully incorporated into the organizational planning and governance process. The RED Team will meet at least bi-monthly to help provide guidance, oversight and direction to the Alliance annual marketing and business development program. In addition to the community economic development directors, the RED Team will be expanded to include private sector firms that have a full time dedicated economic development staff position and make an annual investment in the Alliance at the established RED Team investment level.

The Regional Roundtable relationship is also being formalized. Under the prior structure, our board and executive committee had seven ex officio members from various regional organizations such as the Hampton Roads Chamber, Hampton Roads Military and Federal Facilities Alliance, Opportunity Inc. and more. These ex officio relationships are being replaced with a more formalized and functional Alliance relationship and engagement at the Roundtable's regular monthly meetings.

Private sector investor engagement will be enhanced through three primary efforts. First, a Business Leadership Council is being established to provide the CEOs/senior managers of large Alliance investors with an opportunity to provide strategic guidance and input into the overall regional economic development effort. Through quarterly leadership meetings these top investors will have direct engagement and dialogue with the Alliance senior management team and an opportunity to efficiently and effectively provide input into the organization's strategic direction.

In 2018, the Alliance will launch a series of quarterly meetings and forums for all stakeholders and private investors. These meeting will be informational in nature and will be held in different communities around the region so that our investors can receive updates on both Alliance activities and the positive developments underway in our regional communities. Forum topics will include site selector panels, target industry and cluster briefings and general activity updates.

Additionally, Alliance stakeholders and private investors will be called on to directly participate in special task forces that are formed throughout the year to help understand

and analyze major issues and challenges related to the region's economic growth and prosperity.

Finally, the overall Alliance investor value proposition has been considered thoughtfully throughout the development of the new governance and engagement plan. Previously, the principal investor value was the automatic board seat for the minimum annual investment of \$5,000. This structure is being replaced with a tiered investment system with graduated investor benefits based on the investment level. The investor tiers will be established annually by the executive committee and board of directors with revisions as appropriate.

The new investment tiers will bring considerable benefits to the overall value proposition. Accordingly, 2018 is being considered a transitional year with each investor being encouraged to consider increasing their investment to the appropriate fair share investor tier upon their investment anniversary date.

The investment tiers begin with a new Corporate Council minimum investment level of \$10,000 for all investors other than small businesses or non-profits. The graduated investment tiers and associated benefits include the Private RED Team level (\$15,000 - \$24,999), Brand Partner level (\$25,000 - \$49,999) and Leadership Council level at \$50,000 or more. As noted, investor benefits such as corporate presence on the Alliance website, invitations to investor events, partner co-branding, event and program sponsor recognition and hosting of corporate relocation and site selector events are graduated to increase as the investment level increases.

The development of this new investor engagement and governance plan is intended to both improve the organization's overall governance and support current and longer-term private fundraising and resource development. As such, the investor value proposition is intended to increase as the investor's investment grows.

While these benefits are an important part of the Alliance private investor value proposition, they should not be considered the most important or primary reason for a firm to support our efforts. The best investor profile and the firms that will benefit the

most from investment in the Alliance are those firms with a business model that maps well to the Alliance deliverables (new company locations, higher quality jobs, capital investment and office/industrial space absorption, advanced cluster development, etc.) and that have a leadership and management team interested in becoming actively engaged in the organization's core mission and purpose. If your firm fits this profile, we'd like you to consider joining us in our efforts to foster a more prosperous and diverse regional economy by attracting, growing and retaining higher wage industries, talent and jobs. Together, we can impact real change in this region.

Regional Businesses coming together to foster a more prosperous and diverse regional economy by attracting, growing and retaining higher wage industries, talent and jobs

BUSINESS LEADERSHIP COUNCIL: \$50,000 minimum

Election to the Board or designation as an ex officio board member
 Priority consideration for election to Executive Committee
 Designated seat on the Business Leadership Council
 Sponsorship recognition at all Alliance events
 Recognition in annual report sent to stakeholders
 Banner Ad Display promotion on Alliance website
 Invitation for five senior-level representatives to attend exclusive events
 All Brand Partner, RED TEAM, Corporate Council and Small Business benefits



BRAND PARTNER: \$25,000 - \$49,999

Opportunity for election onto the Executive Committee
 Opportunity to serve as a primary host for visiting prospects and site selectors
 Sponsorship recognition at all quarterly investor update events
 Logo Display on Alliance website
 Partner Co-Branding on National and global recognition
 Invitation to participate in executive leadership missions
 Invitation for four senior-level representatives to attend exclusive events
 All RED TEAM, Corporate Council and Small Business benefits



PRIVATE SECTOR RED TEAM: \$15,000 - \$24,999

Private sector seat on the RED Team for the investor's full time economic development professional liaison
 Sponsorship recognition at two investor update events
 Directory profile on Alliance website
 One annual briefing or site tour by the Alliance Business Development Team
 Invitation for three senior-level representatives to attend exclusive events
 All Corporate Council and Small Business Benefits



CORPORATE COUNCIL: \$10,000 - \$14,999

Secondary Host for corporate relocation and site selector visits
 Sponsorship recognition at one investor update event annually
 Opportunity to host board meetings and investor updates
 Directory link on Alliance website
 Invitation for investor and guest to Holiday Reception/Dinner
 Invitation for two representatives to attend exclusive events
 All Small Business Benefits

Willcox & Savage
STIHL Incorporated
Williams Mullen
Bank of America
Dixon Hughes Goodman
Greg Garrett Realty

Langley Federal Credit Union
Liebherr Mining Equipment
Old Dominion University
Runnymede Corporation
Thomas Nelson Community College
Tidewater Community College

SMALL BUSINESS: \$5,000 - \$9,999

Election to the Board of Directors
 Election as an Officers
 Appointment onto standing committees and task forces
 Directory listing on Alliance website
 Invitation for one representatives to attend exclusive events
 Networking and collaboration with CEOs and public officials
 Monthly job creation and economic newsletter

* Small business criteria based on company size or revenue guidelines established by the Alliance.

Damuth Trane
 Harvey Lindsey Commercial Real Estate
 KPMG LLP
 Ware Insurance Company
 Atlantic Dominion Distributors
 ECPI University
 McGuire Woods, LLP
 Wells Fargo Advisors
 Aerotek
 CBRE | Hampton Roads
 Checkered Flag

Clancy & Theys Construction
 Columbia Gas of Virginia
 Drucker & Falk LLP
 ESI - Electronic Systems Inc.
 Faneull, Inc.
 Harbor Group International
 McKenzie Construction
 Norfolk Airport Authority
 Norfolk Southern
 Norfolk Waterside Marriott
 Old Point Financial Corporation
 Peninsula Airport Commission

Plasser American Corporation
 PNC Bank
 Pomoco Auto
 Wall, Einhorn & Chernitzer, PC
 WM Jordan Company, Inc.
 Birdsong Peanuts
 1st Advantage Federal Credit
 Christopher Newport University
 Jones Lang LaSalle
 Marathon Development

Projected School Enrollment for 2018-19: Trends, Assumptions, and Conclusions

- Average Daily Membership (ADM) in the York County School Division experienced an increase from 12,544 in September 2016 to 12,649 in September 30, 2017. The Planning Division projection for the 2016-17 school year was 12,570 students.
- With 178 housing units built as of October 1 (including a 104-unit age-restricted assisted living facility), housing construction this year is well above 2016 levels, which included the 324-unit Commonwealth of York apartments. The most active housing developments in 2017 as of October 1 are The Reserve townhouses (24 new homes), Nelson's Grant (4 new townhouses and 2 new condominiums), and The Oaks at Fenton Mill (4 new homes).

Housing Statistics	2015		2016		2017
	Jan.-Sep.	Total	Jan.-Sep.	Total	Jan.-Sep.
Certificates of Occupancy (COs) Issued	76	174	316	341	178 (104)
• Single-Family Detached	70	96	53	70	42
• Single-Family Attached	6	6	5	13	30
• Multi-Family	0	72	258	258	106 (104)
• Upper County	45	58	23	33	37
• Lower County	31	116	293	308	141 (104)
Residential Building Permits Issued	96	219 (102)	63	87	122
• Single-Family Detached	88	98	55	65	50
• Single-Family Attached	4	13	8	16	72
• Multi-Family	6	108 (102)	0	6	0

Note: Age-restricted units are in parentheses.

- Residential building permit data for the first nine months of 2017 indicates almost a doubling in the number of permits issued compared to the same period last year, with a 9.1% decrease in single-family detached homes and an eight-fold increase in the number of townhouses. Housing demand appears to be relatively strong and steady in the resale market, which has grown in the past few years: As of October 30, there have been 1,385 residential property transfers, slightly more than in the same period last year (1,367). It should be noted, however, that property transfers include owner name changes resulting from marriage, divorce, death, placement of homes in a living trust, etc. and do not necessarily indicate that property has changed hands.
- As of October 1, there were a total of 436 future housing units in active housing developments in the County. Almost 80% of these – 344 units – are in the upper County, including 218 in Whittaker's Mill, 66 in The Reserve, 33 in The Oaks at Fenton Mill, 17 in Skimino Landing Estates, and 6 in Washington Ridge. The lower County has a total of 92 approved future units, including 54 townhouses and condominiums in the Nelson's Grant development.
- Resident births in the County increased from 568 in 2011 to 613 in 2013, when most of next year's kindergartners were born. Births increased to 706 in 2014 and then declined to 642 in 2015.
- This year's kindergarten class – with 854 students – is smaller than last year's, mostly because of a decrease in resident births five years ago but also partly because of a small decrease in the number of kindergartners resulting from net migration (i.e., the difference between the number of kindergartners and the number of resident births five years earlier) from 293 last year to 286 this year. Over the past six years, the number of so-called "migrant kindergartners" ranged from 152 to 293, with an average of 229.

Year	Upper County ADM				Lower County ADM			
	Elem K-5	Mid 6-8	High 9-12	TOTAL	Elem K-5	Mid 6-8	High 9-12	TOTAL
2005	877	521	735	2,133	4,437	2,663	3,595	10,695
2006	909	544	746	2,199	4,254	2,566	3,639	10,459
2007	919	569	726	2,214	4,353	2,549	3,575	10,477
2008	983	542	720	2,245	4,350	2,489	3,627	10,466
2009	900	488	665	2,053	4,365	2,449	3,650	10,464
2010	880	472	638	1,990	4,442	2,398	3,591	10,431
2011	893	472	614	1,978	4,380	2,424	3,578	10,382
2012	882	451	586	1,919	4,327	2,432	3,523	10,283
2013	905	444	581	1,929	4,336	2,511	3,443	10,290
2014	900	456	589	1,945	4,451	2,558	3,529	10,538
2015	946	459	603	2,008	4,472	2,560	3,487	10,499
2016	952	465	565	1,982	4,493	2,519	3,501	10,514
2017	995	465	595	2,055	4,571	2,494	3,479	10,544
Year	Upper County ADM Change				Lower County ADM Change			
	Elem K-5	Mid 6-8	High 9-12	TOTAL	Elem K-5	Mid 6-8	High 9-12	TOTAL
2006	63	56	6	125	-6	23	-74	-57
2007	49	26	-25	50	124	79	-56	147
2008	42	9	-24	27	114	85	-2	197
2009	-63	-26	-60	-149	108	71	-5	174
2010	24	-14	-47	-38	141	32	14	187
2011	30	-5	-16	9	88	64	-25	127
2012	8	-15	-38	-45	63	83	28	173
2013	11	7	-1	17	156	50	24	229
2014	30	-9	-6	14	234	150	45	429
2015	41	-2	-6	33	139	30	-49	119
2016	24	14	-25	13	97	38	-11	124
2017	57	19	-25	51	123	65	-45	143
AVG-12	26	5	-22	9	115	64	-13	166
AVG-6A	24	8	-28	4	95	59	-25	129
AVG-6B	28	2	-17	14	135	69	-1	203

Note: Figures may not add up to subtotals because of rounding.

Variable	Symbol	Upper County	Lower County	Total County
ADM, September 2017-18 (with Alternate Placements)	-	-	-	12,649
ADM, September 2017-18 (without Alternate Placements)	ADM _b	2,055	10,544	12,600
12 th Graders, September 2017-18	G _b	167	854	1,021
2013 Resident Births	B	-	-	613
Projected Kindergarten Growth Factor	ΔK	-	-	270
Projected Percent of Kindergartners, 2018-19	K%	17%	83%	100%
Projected Kindergartners, 2018-19	K _{b+1}	150	733	883
Projected 1-12 Growth Factor, 2018-19	Δ12	40	178	218
Projected Alternate Placements, 2018-19	AP	-	-	50
Projected ADM, 2018-19 (without Alternate Placements)		2,078	10,602	12,680
Projected ADM, 2018-19 (with Alternate Placements)	ADM _{b+1}	-	-	12,730

Projection Equation: $ADM_b - G_b + B + \Delta K + \Delta 12 + AP = ADM_{b+1}$

$$12,600 - 1,021 + 613 + 270 + 218 + 50 = \boxed{12,730}$$