



VIRGINIA INITIATIVE FOR
**GROWTH &
OPPORTUNITY**
IN EACH REGION

GO Virginia Region 2

GO Virginia Region 2 Council Meeting Agenda

May 7, 2019, 10:00a.m. to 12:30p.m., 1 Riverside Circle, 4th Floor Education Conference Room, Roanoke VA

10:00—10:05 Call to Order

10:05—12:20 Discussion Items

- Previous Minutes
- Current project discussions
 - “Stopping the Brain Drain,” Roanoke Regional Partnership
 - “Capital Landscape Study,” Valleys Innovation Council
- State Regional Entrepreneurship Initiative review criteria and adoption
 - (See [link](#) for more information on this new opportunity)
- Review and action on new per capita project proposals
- Project evaluation update
- Administrative matters and staff updates

12:20—12:30 Public Comment



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Go Virginia Region 2 Council Meeting Minutes

February 1, 2019

3:00pm-5:00pm

Greenfield Education and Training Center

Daleville, VA

Members in Attendance: Marla Akridge, Fred Armstrong, Dr. Nathaniel Bishop, Ab Boxley, Dr. John Capps, Kenneth Craig, Sandy Davis, Dr. John Dooley, Watt Foster, William Fralin, Dr. Michael Friedlander, Mike Hamlar, Dr. Victor Iannello, Terry Jamerson, Dr. Pareena Lawrence, Floyd Merryman, Marty Muscatello, Dr. Ray Smoot, John Williamson.

Members Participating Remotely: Dr. Brian Hemphill.

Staff in Attendance: Dr. John Provo, Dr. Scott Tate, and Jennifer Morgan.

Public in Attendance: Carole Tarrant, Virginia Western Community College Educational Foundation; Gail Johnson, Alleghany Highlands Economic Development Corporation; Annette Patterson, The Advancement Foundation; Sam English, Valleys Innovation Council; Stephanie Seagle, Virginia Western Community College; Deborah Flippo, Draper Aden Associates; Aisha Johnson, City of Roanoke; John Lanford, Alleghany County; James Griffith, Alleghany County; Darlene Burcham, Town of Clifton Forge; Mary Anne Hollbrook, United Way of Southwest Virginia; Leann Vernon, United Way of Southwest Virginia; Christopher Whitlow, Franklin County; Patrick O'Brien, New River Valley Regional Commission; Healthy Fay, Botetourt County; Ken McFadyen, Botetourt County.

Chairman Smoot convened the meeting at 3:05pm.

Council Business

Chairman Smoot asked the Council to approve minutes from the November Full Council Meeting. Dr. Dooley moved to approve the minutes and Dr. Iannello seconded the motion. All were in favor and none opposed.

Staff presented to Council the moving to quarterly full Council meetings to align with State meetings. The schedule for the 2019 calendar year is as follows: May 7th, 10am-12pm; August 2nd, 10am-12pm; and October 22nd, 3pm-5pm.

Chairman Smoot nominated Matthew Stewart to replace Patrick Collignon on the Council and Tulane Patterson to replace E.W. Tibbs. Mr. Stewart was present and Chairman Smoot asked the nominee to introduce himself to the Council. Chairman Smoot asked the Council to vote on approving Mr. Stewart and





Mr. Patterson to the Council. Mr. Williamson moved to approve Mr. Stewart to the Council and Mr. Hamlar seconded the motion. All were in favor and none opposed. Mr. Armstrong moved to approve Mr. Patterson to the Council and Mr. Merryman seconded the motion. All were in favor and none opposed. The Council recommended Mr. Stewart and Mr. Patterson to the state GO Virginia Board for final approval.

Chairman Smoot stated by terms of the Bylaws the chair of the committee can appoint members to the Executive Committee. Chairman Smoot appointed Beverly Dalton to replace E.W. Tibbs on Executive Committee.

By action taken at November’s meeting, the Council voted to move to staggered terms. Each member of the Council were asked to draw a one, two, or three year term, to be equally distributed amongst the regions. The results are below.

	Lynchburg	New River Valley	Roanoke/Alleghany
One Year Term, ending 1/20	Fred Armstrong	John Dooley	Do Halliwill
	Floyd Merryman	Brian Hemphill	Victor Iannello
	Georgeann Snead		Debbie Petrine
			John Williamson
Two Year Term, ending 1/21	John Capps	Sandy Davis	Marla Akridge
	Watt Foster	Marty Muscatello	Ab Boxley
	John Putney		Michael Friedlander
			Pareena Lawrence
Three Year Term, ending 1/22	Kennth Craig	Ray Smoot	Nathaniel Bishop
	Beverly Dalton	Matthew Stewart	William Fralin
			Mike Hamlar
			Terry Jamerson

Dr. Friedlander motioned to approve the new staggered terms and Mr. Boxley seconded. All were in favor and none opposed.

Staff noted to Council a final draft report on TEconomy that will be presented to the state GO Virginia Board at their next meeting. This presentation is included in the packet materials. Chairman Smoot asked for an in depth briefing at the next GO Virginia Council meeting.





Project Review

Project One: Ignite, The United Way of Southwest Virginia

Council Questions and Discussion:

Dr. Scott Tate (OED) provided a summary of staff review and expert feedback of the project. Leann Vernon (Applicant) provided a summary of the project. Ignite facilitates regional collaboration between schools and employers to equip and retain the next generation of the local workforce. This project is currently funded in GO Virginia Region 1 and seeks to expand to all Pulaski, Giles, and Radford middle and high school students. Reviewers stated this project is comprehensive and focused on a system of change with strong partnerships and support letters from industry and school systems. Concerns center on if the program is too young to have clear evidence of impact and if the connection is strong enough to higher wage jobs in target sectors in terms of industry experience opportunities and occupational awareness. Dr. Iannello and Mr. Fralin were concerned about matching students with companies within the region. Dr. Capps asked applicant how this project would expand. Ms. Vernon stated that all school districts will be required to facilitate this type of program in the future and this program is giving the region a leg up on linking schools and employers to facilitate strong relationships. Mr. Williamson motioned to approve the project and Ms. Davis seconded the motion. All were in favor and none opposed.

Project Two: Expanding the Business Development and Entrepreneurial Ecosystem, The Advancement Foundation

Council Questions and Discussion:

Dr. Scott Tate (OED) provided a summary of staff review and expert feedback of the project. Ms. Annette Patterson (Applicant) provided a summary of the project. This project is a resubmission based on previous Council feedback. TAF's Innovation Mill (The Mill) focuses on leveraging business resources, entrepreneur resource partners, industry experts, and partners to increase business readiness and success rate for new high growth companies. Reviewers stated this project addresses the top end of the funnel - a centralized system that will recruit new and early stage companies to fill and support the growth within the entrepreneurial pipeline. However, reviewers also stated this project is a lot to coordinate and manage and the goal of 50 firms in two years may





be aggressive/ambitious for the region. Dr. Dooley, Dr. Lawrence, Dr. Iannello, and Mr. Fralin stressed concerns over the ability to find and serve 50 high growth companies in the region and match each company to a mentor. Dr. Dooley and Dr. Iannello asked if this project could be completed on a smaller scale for half of the funding commitment. Ms. Patterson stated it could. Dr. Iannello motioned to fund the project at one half the requested amount for one half the time and to consider the project again in one year. Mr. Hamlar seconded the motion. All favored and Dr. Dooley opposed.

Project Development and Existing Grantees

Staff shared with Council that staff has received two letters of interest and three possible regional projects on behalf of the Council.

Staff presented to Council that all current grantees submitted their quarter four reports to staff and to DHCD with minor issues. Mr. Fralin noted the Drone Zone and RAMP should not be considered “green” for they are behind in some of their metrics and requested a updated report prior to the next Council meeting.

Staff presented to Council a memo related to the remittance process for grantees. Chairman Smoot noted the frustration between grantees, DHCD, and staff in reimbursing grantees on their receipts to effectively run their grants. Mr. Fralin noted the memo mentioned Virginia Tech advancing money to grantees to then process reimbursements and “clawback” the money later. He and Mr. Hamlar did not feel comfortable allowing this and want the Council to vote on this. Chairman Smoot asked for a suspension of advancing project funds pending further review by the Council and asked staff to dive deeper into the risks and benefits of supporting this.

Public Comment

Chairman Smoot called for public comment. Darlene Burcham, Town of Clifton Forge suggested the Council elect a member from the K12 school system on to the Council to represent K12 issues. She also stated that all local governments deal with grants on a reimbursement basis and this should be normal and understood for grantees.

Reference

Staff noted to the Council that some are due for Conflict of Interest training and to be aware of an email following the meeting mentioning Conflict of Interest.

Chairman Smoot adjourned the meeting at 5:11pm.





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GO Virginia Region 2

GO Virginia Region 2 Executive Committee Work Session DRAFT Minutes (For Council Approval)

April 3, 2019 10:00am, 702 University City Boulevard, Blacksburg, VA
RM 218

Executive Committee Members Participating Remotely: Ray Smoot, AB Boxley, John Williamson,
Beverly Dalton

Council Members Participating Remotely: Victor Iannello

Staff in Attendance: John Provo, Jennifer Morgan, Scott Tate

Chairman Smoot convened the meeting at 10:05am.

Discussion Items:

State-led GO Virginia Initiatives

John Williamson presented to the Executive Committee a synopsis on his attendance to the state GO Virginia meeting focused on gathering all regions to discuss regional marketing efforts and the TEconomy report. Chairman Smoot recommended the TEconomy report be presented to Council at its May meeting to discuss how Region 2 will address report recommendations and how staff will advertise and receive proposals surrounding a quarterback agency coordinating the efforts in the report. Victor Iannello discussed The Valley's Innovation Council's potential application as the quarterback agency and Chairman Smoot suggested a proposal be submitted, if desired, for general Council review at their meeting in May.

New Letters of Interest (LOIs)

Staff has received a number of LOIs that have been reviewed and they expect to receive three full applications to be reviewed at the full Council meeting in May.

Project Deliverables

The two Enhanced Capacity Building projects, Stopping the Brain Drain and Capital Ecosystem Development, have presented to staff their final reports. Scott Tate presented to the Executive



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GO Virginia Region 2

Committee a summary of Stopping the Brain Drain's efforts to survey college students on regional employment and effort to improve regional employment moving forward. John Provo presented Capital Ecosystem Development's report. The results only examined a part of the region and Chairman Smoot suggested the grantee attend the next Council meeting to discuss their results.

Update Items

Project Evaluations

Staff consulted with DHCD regarding two projects milestones and no further action is needed at this time.

Growth and Diversification Plan Update

Staff is working with the guidance document presented by DHCD and beginning the process of updating the G&D plan data, including how the landscape has changed in priority industry sectors, engaging in pipeline development, and building upon the TEconomy report findings. The update is due to be submitted by August 1, 2019 and will be reviewed at the July Regional Council Meeting prior to submission. Mr. Boxley asked for a summary of project pipeline development ideas from other regions across the state to compare Region 2 tactics.

FY20 Budget

Staff explained that the budget is slightly reduced for administrative support. Staff intends to present a new budget to Council at their May meeting.

Upcoming Events and Administrative Matters

Staff asked for volunteers to attend a state meeting on entrepreneurship and GO Virginia at the Tom-Tom festival in Charlottesville in April. Council member Marla Akridge and staff attended for Region 2. Staff asked for volunteers to attend a Southwest Virginia presentation on GO Virginia in May. Mr. Boxley commemorated the Council and staff on their efforts.

The meeting ended at 11:20am.



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**ROANOKE REGIONAL
PARTNERSHIP**



**LYNCHBURG REGIONAL
BUSINESS ALLIANCE**
— Chamber & Economic Development —

Stop Brain Drain: Talent Attraction and Retention

BUSINESS LEADER INTERVIEW THEMES

- Quality of life:
 - Positives: cost of living, family-friendly, natural beauty and outdoor activities, community events, low crime/safety
 - Challenges: bigger city amenities, shopping, social opportunities beyond college
- Business preferences for talent
 - Increase retention
 - Recruit on a regional level vs national level to lower relocation costs
 - Hire professionals with 3-7 years of experience
- Education and Training a regional strength but not a pipeline

YP FOCUS GROUP THEMES

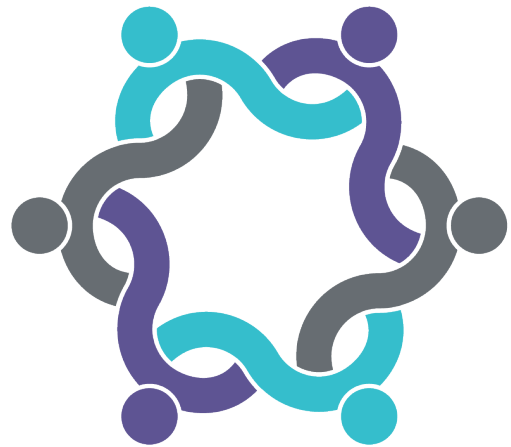
- Recommended retention strategies (areas that need improvement):
 - Company culture
 - Competitive wages
 - Connections to career pathways
 - Make connections to community involvement opportunities
 - Increase professional development opportunities

STUDENT SURVEY THEMES

- Biggest strengths
 - Cost of Living
 - Outdoor recreation
 - Educational assets
 - Overall quality of life: safety, slower pace, regional access
- Biggest challenges
 - Cultural diversity
 - Wages
 - Career opportunities and advancement
 - Entertainment amenities
 - “Dating opportunities”
- Biggest ties to community involve people
 - Family, Employers, Community Engagement, Alumni
- View students as Talent Attraction
 - Target population is unsure of where they’re job searching
- Local career awareness among students

TALENT ACTION COALITION

- Mix of Business, Local Government, and Higher Education Leaders
- Representatives from Lynchburg, Roanoke, and the NRV
- Purpose: To bring together regional leaders to discuss regional talent strengths and weaknesses to develop innovative programs and tool to address challenges



VALLEYS
INNOVATION
COUNCIL



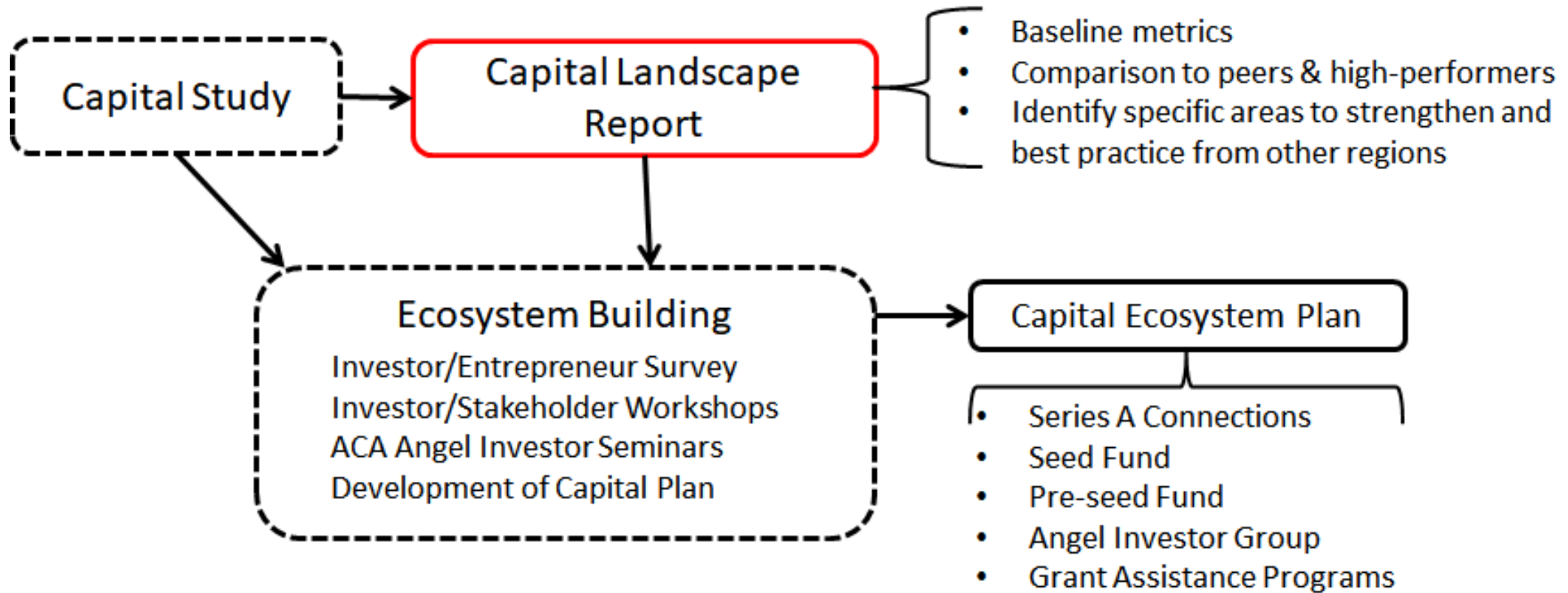
Capital Ecosystem Development Project

Update to GOVA Region 2 Council

13

May 7, 2019

Capital Ecosystem Development Project: 18 months (through Q3 2019)



Capital Ecosystem Landscape Report: Go Virginia Region 2

Sam English, PhD
Greg Feldmann

Kevin Carlson, PhD
Meredith Hundley, PhD

Purpose of Study

- Identify & quantify funding sources
- Establish baseline metrics & methodology
- Identify gaps/weaknesses & strengths
- Provide recommendations



Risk Capital Investment (2015-2018)

	Charlottesville	Chattanooga	Birmingham	Greenville	Region 2
TOTAL \$'s	\$276M	\$196M	\$147M	\$55M	\$141M
Venture Capital	\$138M (23)	\$167M (21)	\$93M (11)	\$30M (15)	\$32M (7)
Seed	\$9M (7)	\$12M (5)	\$5M (5)	\$0.4M (1)	\$0.2M (1)
Angel Investors	\$55M (14)	\$11M (9)	\$38M (18)	\$14M (7)	\$5M (10)
SBIR/STTR Grants	\$74M (33)	\$6.3M (8)	\$11M (10)	\$11M (6)	\$104M (31)
Acceleration	15	31	38	12	15

Sources: Pitchbook, www.sbir.gov

*SBIR/STTR 2014-2017

Capital Ecosystem Recommendations

- Organize and sustain a **formal angel investing group**
- Leverage SBIR/STTR grant funding with **additional commercialization programming**
- Increase linkages between **angel groups, venture capital sources**, and fundable firms, regionally and nationally
- Task Valleys Innovation Council to monitor capital access issues for high-growth start-ups in Region 2
 - **Develop strategies** to assure access to the continuum of capital sources
 - Conduct further research into the **sustainability** of the regional capital ecosystem

Capital Ecosystem Resources

Project Deliverables

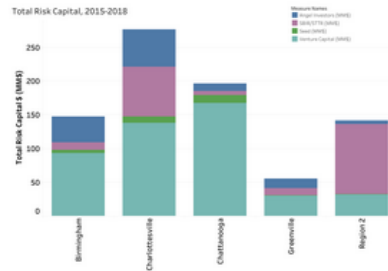
Capital Ecosystem Landscape Report

GO VIRGINIA REGION 2

MARCH 2019



Valleys Innovation Council gratefully acknowledges funding and in kind support provided by:



Perception of Current Funding Available



Perceived Future Increase in Funding Available

Capital Ecosystem Landscape Report

Please click for VIC's landscape report on Region 2's capital ecosystem.

[Read More](#)

Capital Ecosystem Dashboard

Please click to explore our interactive data dashboards on risk capital in Region 2.

[Explore the Data](#)

Survey Instrument and Data

Please click to view our survey instrument with aggregated data.

[See the Survey Data](#)

Latest News about Capital in the Region



Editorial: We need more investment capital

We now have two new studies on the state of the economy in the region...

[Read more](#)



VIC News: Funding Sources for Technology Start-ups Assessed in Regional Capital Landscape Report

VIC announces the completion of a capital ecosystem landscape report of GO Virginia Region 2 and makes recommendations for next steps to improve the pathways for entrepreneurs and high-growth startups to access the capital needed to be successful.

[Read more](#)



Virginia Tech Foundation, Carilion Clinic again partner to form new venture capital fund

Nearly two years after the creation of the VTC Innovation Fund, the Virginia Tech Foundation and...

[Read more](#)



Roanoke Selected for NLC City Innovation Ecosystem Program for Innovation Corridor Expansion

The City of Roanoke has been selected by the National League of Cities (NLC) "City Innovation Ecosystem Program" as one of 47 cities to participate in local partnerships to expand America's innovation economy.

[Read more](#)



New angel investing group could turn into lifeline for startups

Roanoke Time article on VIC's first event and work to develop the regional capital ecosystem

[Read more](#)

Strengthening the Capital Ecosystem: Implementing Recommendations



- **Angel Group being developed**
 - Angel Investing Seminars started
 - Model/organization options researched
 - August/September launch
- **Connecting to other investors**
 - ACA Summit (April), Southeast Angel Conference (Sept)
 - New VTC Seed Fund
- **Leveraging grant funding to accelerate business development**
 - Lean Startup Course (ICAP)
 - May in NRV, Sept in RV
- **Access to Capital Committee (VIC) being formed**
 - June/July initial meeting
- **Communication of Capital Report & Development Plans**

Capital Ecosystem Landscape Report

GO VIRGINIA REGION 2

MARCH 2019

A full link to the report can be found at <https://econdev.vt.edu/GOVirginia.html> under Documentation



Valleys Innovation Council gratefully acknowledges funding and in-kind support provided by:





Virginia Growth and Opportunity Fund (GO Virginia)

Regional Entrepreneurship Initiative Guidance

Section I: GO Virginia Program Intent

GO Virginia’s goal is to facilitate regional collaboration to grow and diversify the economy through supporting projects leading to the creation of more higher paying jobs through revenue derived from out-of-state sources. Programs and projects recommended by the regional councils and approved by the board shall be consistent with the strategies and targeted industry clusters outlined in the regional growth and diversification plan.

Section II: Regional Entrepreneurship Initiative

In 2018, the Department of Housing and Community Development (DHCD) engaged TEconomy Partners, LLC to provide each GO Virginia region with an independent and objective assessment of its entrepreneurial development position, to facilitate a situational assessment of the region’s entrepreneurial ecosystem, and to help identify priority actions to strengthen the ecosystem. Each region was provided with the baseline assessment that can be utilized by the regional council to develop a pipeline of initial projects to support regional entrepreneurship.

A significant finding of the TEconomy reports was that each GO Virginia region would benefit from the identification of an entrepreneurial coordinating entity to advance regional ecosystem development activities. This coordinating entity, would identify opportunities and needs within the targeted traded sectors and facilitate implementation.

Regional Councils can currently apply to the state board to utilize their per capita funding to support enhanced capacity building projects, however the match requirements make this particular initiative challenging to implement. In order to facilitate implementation of this initiative the Growth and Opportunity Board can encourage regions to consider implementation through approving specific match guidelines and guidance that is outlined below. By encouraging the use of per capita funds and approving match requirements that better fit these types of proposals, the Board can enable Regional Entrepreneurship Proposals to come forward as regions demonstrate the capacity and desire to move forward on this initiative. This initiative is not a set aside of funding, but rather a new initiative that can continue to advance based on regional priorities and capacity. Once regions finish per capita projects under this initiative, they can also apply for future per capita funding for implementation under regular program guidelines. Future implementation efforts are also eligible for competitive funding if they have an opportunity to be scaled to more than one GO Virginia region.



DRAFT Proposals Requiring Approval of the Growth and Opportunity Board: To enable efforts to support the Regional Entrepreneurship Initiative, the Growth and Opportunity Board authorizes DHCD to accept per capita applications that will allow regions to bring proposals to the Board for consideration with clarity on specific match requirements and guidance on information needed for the Board to consider proposals.

It is envisioned that these grants will enable the coordinating entity to:

- a) Develop a strategy for implementing the TEconomy recommendations or other concepts derived from the Stakeholder engagement process that aligns with the regional growth and diversification plan,
- b) Develop a structure for advancing the entrepreneurial ecosystem, and
- c) Develop strategies to sustain the initiative after the initial GO Virginia grant.

The coordinating entity may use a dedicated staff member or an outside consultant to assist with the delivery of the items outlined in these guidelines. Each proposed plan shall include specific deliverables and metrics which will be used to measure success.

Each regional council will provide oversight of the coordinating entity, which will provide leadership to develop projects to implement the strategies and structures identified through this process.

The Growth and Opportunity Board authorizes the following policies for Regional Entrepreneurship Initiative proposals.

1. The Board invites interested regional councils to identify a coordinating entity which may apply for up to \$300,000 in per capita funding to develop a regional entrepreneurial investment plan, based on the recommendations of TEconomy and other input from the Regional Council and interested stakeholders.
2. The \$300,000 funding amount may support the initiative for no more than two years, but Regions are encouraged to produce project outcomes quickly in order to move to implementation of the regional plan.
3. The Growth and Opportunity Board will waive the local match requirement and the \$1:1 matching requirement for all requests for Regional Entrepreneurship Initiative proposals that undertake the coordinating entity enhanced capacity building project given the exceptional economic opportunity of the initiative, but will still require the minimum code of Virginia match of half the grant (e.g. A \$300,000 request will require \$150,000 match of non-state matching sources).

Section III: Application Process

Although the application process will open upon adoption of this policy with the first grants available in June 2019, it is understood that not every region will be interested in or ready to apply for this funding. Only those GO Virginia Regions that are interested and ready to pursue this funding are encouraged to apply. With oversight by the regional councils, the coordinating entity in each region that is interested in applying to complete the coordinating entity tasks will be tasked with advancing a regional entrepreneurial investment plan and prioritizing strategic investments with input from regional entrepreneurial stakeholders.



In addition to the strategies and structure to be developed through this grant, these regional entrepreneurial investment plans should present potential pipeline projects that will fill the identified gaps, including recommended leadership, potential sources of matching funds, and timeline for implementation.

Each regional council that seeks to implement this subprogram will apply to DHCD through the Centralized Application Management System (CAMS) which is utilized for all GO Virginia funding applications. Applications shall be submitted in CAMS by the established quarterly deadlines for per capita funds. Regional councils will be asked to answer the following questions:

1. Who is the regional coordinating entity for this initiative?
2. Who is the primary point of contact?
3. What process did the regional council utilize to identify and select their coordinating entity?
4. Were all entities interested in serving in a coordinating role considered and what criteria was applied to determine the most appropriate coordinating entity? The Regional Council must utilize a selection process that ensures competing organizations are encouraged to strengthen regional collaboration through this application process. Documentation of the selection process must be included in the application.
5. What qualifications were considered and why was this entity selected?
6. What experience does the coordinating entity have in entrepreneurial ecosystem development?
7. Will the regional coordinating entity utilize existing capacity, or create new position(s) for this effort?
8. How will the regional council financially sustain the coordinator's efforts beyond this GO Virginia funding?
9. Outline the method that the regional council will use to oversee the coordinating entity and which will actively work to develop potential projects for future funding.
10. Attachment: Project Metrics and Outcomes
11. Attachment: Project Timeline with Milestones
12. Attachment: Project Budget

Applications submitted to DHCD for consideration will be reviewed by DHCD's GO Virginia staff and reported to the board for consideration at the next board meeting.

The full TEconomy Regional Entrepreneurship Assessment Report: Final Briefing can be found at <https://econdev.vt.edu/GOVirginia.html>



VIRGINIA INITIATIVE FOR
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Project Title: Lynchburg Site Readiness

Applicant: Lynchburg Regional Business Alliance

Localities covered: Amherst, Appomattox, Bedford, Campbell; towns of Altavista and Amherst; city of Lynchburg

Growth & Diversification Plan Strategy Area (s): Sites & Buildings

Type: Capacity Building

GOVA Funds Requested: \$81,300

Matching Funds: \$81,301

TOTAL COSTS: \$162,601

Project Overview:

- ▶ Lynchburg Site Readiness will advance a portfolio of six existing commercial/industrial sites along the site readiness scale and clarify next steps for moving all sites to at least Tier III on the Virginia Business Site Readiness Scale (VBRSP)
- ▶ In 2018, 12 industrial sites were evaluated and subjected to a high level screening to assess their readiness for recruitment of commercial/industrial capital investment projects. Six of those sites were then selected for due diligence completion.
- ▶ This project will complete the site improvement phase that is the due diligence process in the development phase in the Region 2 Growth & Diversification Plan.
- ▶ The consultant team will complete the due diligence phase for the six sites which will advance each site to at least a Tier III, as defined by the VBRSP.
- ▶ The Partnership, with documented permission of each locality, will use locality funds collected in FY 2018 to fund due diligence completion up to \$7,143 in site analysis work per locality as most of the dollar for dollar match for Region 2 GO Virginia Per Capita funds.

Reviewer Comments - Strengths & Weaknesses:

- ▶ The Commonwealth as a whole and Lynchburg region are lacking in inventory/quantity of significantly sized Tier 4 and tier 5 sites.
- ▶ This project would move 6 sites closer to that level (up to at least tier III), and the completion of due diligence seems a sound investment.
- ▶ Partnerships and support letters from industry and school system are present and impressive.
- ▶ The locality collaboration (using power of scale to leverage savings).
- ▶ A “sound, accurate, and attractive project”

Assessment Grid

CRITERIA	Assessment
1:1 Match	YES
Local Match	YES
Local Participation Requirement	YES
Alignment with G&D Plan	YES
Implementation Capability	YES
Line of Sight to Per Capita	Likely
Innovative/Move the Needle	Collaborative assessment and leverage of resources is of note. Site development can help fill critical regional needs
Staff Assessment	Addresses site development strategies and aligns with state priorities per advancing sites through the Virginia Business Ready Sites Program (VBRSP).

Applicant: 5 minute overview & response

Council Discussion & Action

Project Title: Regional Career and Technical Education Study

Applicant: Western Virginia Workforce Development Board

Localities covered: Counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Cities of Covington, Roanoke and Salem.

Growth & Diversification Plan Strategy Area (s):
Talent/Workforce

Per Capita GOVA Funds Requested: \$45,000

Matching Funds: \$45,534.91

TOTAL COSTS: \$90,534.91

Project Overview:

- ▶ The Regional Career and Technical Education Study for the entirety of the Roanoke Valley-Alleghany Region, with the long-term goal of identifying strategies to:
 - ▶ Increase availability and alignment of CTE programs with current demand
 - ▶ Increase in the awareness of CTE programs
 - ▶ Increase enrollment in CTE programs -

The study would include:

- ▶ Evaluation and compiling of previously completed studies of career and technical education centers and/or programs;
- ▶ Evaluation of the existing conditions for all Career and Technical Education Centers and programs in the region,
- ▶ Analysis and research on the alignment of CTE with business needs, including;
 - ▶ Evaluation of existing CTE programs in the region and identification of duplication and gaps;
 - ▶ Determination of the alignment of career pathways with applicable industry sectors; and
 - ▶ Research of case studies of regional CTE centers that serve multiple school systems; and
 - ▶ Recommendations of next steps

Reviewer Comments - Strengths & Weaknesses:

- ▶ Solid approach to better align and improve CTE across jurisdictions and in view of Region 2 priority industries.
- ▶ Should consider connections to youth apprenticeships and model programs -may be additional federal and state funding for this.
- ▶ Addresses a valid concern - misalignment of CTE programs and industry needs was a key recommendation of 2014 JLARC report
- ▶ Hampton Roads considering similar kind of study.
- ▶ Budget may be a bit low. Consider asking for additional money,
- ▶ Could be line of sight to new program development/expansions, etc.

Assessment Grid

CRITERIA;	Assessment
1:1 Match	YES
Local Match	YES
Local Participation Requirement	YES
Alignment with G&D Plan	YES
Implementation Capability	Consultant-focused but guidance from WWDB and Regional Commission.
Line of Sight to Per Capita	Potentially very good
Innovative/Move the Needle	Not innovative but can help identify ways to address valid and significant needs.
Staff Assessment	Seems sound. Consider recommendations per adding focus on youth apprenticeships. May need more budget to do so.

Applicant: 5 minute overview & response

Council Discussion & Action

Project Title: Regional Entrepreneurship Initiative

Applicant: Valleys Innovation Council (VIC)

Localities covered: ALL

**Growth & Diversification Plan Strategy Area (s):
Entrepreneurship and Technology**

Per Capita GOVA Funds Requested: \$299,961

Matching Funds: \$175,326

TOTAL COSTS: \$425,287

Project Overview:

- ▶ VIC is applying to serve as the “entrepreneurial quarterback” for Region 2. VIC’s work has already aligned with 3 of the 4 recommendations made in the TEconomy Partners “Regional Entrepreneurial Assessment Project: Final Briefing Report,”:
 - ▶ Generate increased ideation and greater activities in commercial viability for traded sector, high growth-oriented businesses, integrated with VT’s and LU’s technology commercialization efforts
 - ▶ Advance innovation networks bringing together start-ups and existing companies focused on advancing commercialization and bringing together talent connections
 - ▶ Address need for more start-up risk capital for market entry

TEconomy’s fourth recommendation is to support a regional entrepreneur quarterback to advance a strategic plan and prioritize investments with input from regional entrepreneurial stakeholders while building “implementation capacity” for each prioritized strategy. This organization would also serve as the “front door” for entrepreneurs to receive coordinated services from regional service providers.

Valleys Innovation Council has already begun to serve the region in these capacities and would have increased operational capacity through additional staff to engage in more of these ecosystem building activities supported by a \$299,961 GOVA REI grant.

Reviewer Comments - Strengths & Weaknesses:

- ▶ The regional “quarterback” role envisioned, while not a ground-breaking idea, is forward looking and offers promising potential. The sectioning of the Region into subregions allows for each subregion to create ownership and buy-in of a tailored strategy.
- ▶ Long-term sustainability of resources to maintain bandwidth/capacity is a risk/potential challenge.
- ▶ How will this program empower entrepreneur-led efforts?
- ▶ Does the coalition include entrepreneurs? The language used and examples seemed to omit this critical player in the coalition.
- ▶ I especially like the focus on sub-regions that probably would be left out of a lot of the action if this effort doesn't exist. And, of course, the long list of stakeholders (presumably with letters of support) is good evidence of effective collaboration.
- ▶ For the most part, the proposal is well versed in the challenges of growing ecosystems
- ▶ The concept of a “quarterback” was confusing. Do they mean to tell other players in the ecosystem what to do or convene them for collaborative visioning and tactics?
- ▶ The initiative does not mention first customer programs which are important to scaling high-potential ventures.

Assessment Grid

CRITERIA;	Assessment
Required Match (1 to .5)	YES
Local Participation Requirement	N/A
Alignment with G&D Plan	YES
Implementation Capability	Uncertain. VIC is a newer organization and has proven to be nimble and active but lacks longer track record or organizational capacity of more established entities..
Innovative/Move the Needle	Holds potential to move the needle for region if activities are successful kin growing Region 2 pipeline per innovation and technology/high-growth entrepreneurs.
Staff Assessment	Impressive, responsive application possibly positioning Region 2 to be a “first adopter” of regional entrepreneur effort. Some very specific tactical activities outlined (eg blockchain technology focus; Visiting Industry Experts program; etc). Sub-region approach may be both strength and weakness. What are hard deliverables per Council perspective?

Applicant: 5 minute overview & response

Council Discussion & Action

GO Virginia FY19 Project Allocation

Total Project Allocation Budget	\$1,279,626
Returned Allocation from Holly Leaf	\$150,000
Project Reserves	\$83,815
Total Start	\$1,513,441
Total Remaining	\$989,055

Allocations for FY19





SBDC	
Liberty 2.0	\$274,980
TAF	\$150,000
United Way of SWVA	\$99,406

If Approved

CTE	\$45,000
Lynchburg	\$162,600
VIC	\$300,000

Amount Remaining	\$481,455
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Quarterly Project Status Report January 1, 2019—March 31, 2019 (Quarter 1)

Project Name	Project Manager	Start Date	Description	Staff Action
Capital Ecosystem Development	Meredith Hundley	April 24, 2018	<ul style="list-style-type: none"> - Capital landscape report published - Lynchburg-focused seminar in planning phases - Capital plans under development 	 Discussing ways to track outcomes of investment workshops with grantee
Center for Energy Research and Education Industry Lab	Rich Adams, David Fazzina, Jacqueline Rearick	May 9, 2018	<ul style="list-style-type: none"> - EM lab complete and in use - 4 FTEs working at the site - 5 new jobs at partner sites - 3 new educational partnerships - 5 new industry site visits 	 No action required
Enhancing the Region through New Technology for Unmanned Systems (Drone Zone)	Dr. John Rainone	June 4, 2018	<ul style="list-style-type: none"> - Enrollment delayed one year; will enroll Fall 2019. - Focus on attracting companies to site accelerated. - Grant submitted for incubator and training space. - New small business has moved to site. - Negotiations with a 4th company from Tennessee. - VRIF grant submitted with AHDZ, VT, ODU 	 Staff worked to gather DHCD-requested budget documents. Continue to monitor to ensure classes are held in Fall 2019
Region 2 Talent Collaborative	Ben Bowman, Marty Holliday, Morgan Romeo	October 22, 2018	<ul style="list-style-type: none"> - Delayed progress on expos and branding - 16 workers upskilled - 24 workers in training - Planning for career expos - Departure of key marketing personnel and unexpected delays in businesses signing contracts delayed progress 	 Staff working with grantee to ensure milestones are tracked and reported by each sub-grantee and that grantee catches up to previously agreed-upon milestones



VIRGINIA INITIATIVE FOR
GROWTH & OPPORTUNITY
IN EACH REGION

GO Virginia Region 2

RAMP	Robert McAden, Mary Miller	May 29, 2018	<ul style="list-style-type: none"> - Mentor software procured (GAN) - Mentorship workshops will be held in 2019 Q2. - Grantee several weeks behind on deliverables. DHCD more concerned with quality of events and engagements than timeline. 	 Staff worked to get more thorough reporting and liaised with DHCD re milestones. Grantee appears to be on track and is tracking deliverables and outcomes well.
Stopping the Brain Drain	Erin Burcham	April 15, 2018	<ul style="list-style-type: none"> - Report delivered March 26 - TAC reacting to report - Will finalize talent retention plan in Q2 	 No action required (2 week deliverable delay)
Wood Haven	Beth Doughty, John Hull	May 18, 2018	<ul style="list-style-type: none"> - On track to complete by end of May. - Completed initial review with Roanoke County and Western Virginia Water Authority. - Awaiting VDOT comments. - Will resubmit to address two small comments from Roanoke County and any VDOT comments. 	 No action required
Roanoke Small Business Development Center	Joyce Waugh	January 31, 2019	<ul style="list-style-type: none"> - Cheryl Tucker introduced to area stakeholders - 9 clients counseled - 27 counseling hours - Will complete action plan for NRV outreach in Q2 	 Staff meeting with Cheryl to review reporting requirements.
AMPL: Connecting Industry and Academic for Innovation	Rich Adams, David Fazzina, Jacqueline Rearick	Contract in Progress		

KEY:



ON TRACK



STAFF MONITORING



STAFF INTERVENING



OUTREACH & INTERNATIONAL AFFAIRS
VIRGINIA TECH.

231-5278

OFFICE OF ECONOMIC DEVELOPMENT

702 University City Boulevard
Mail Code (0373)
Blacksburg, Virginia 24061
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Project Name: Capital Ecosystem

Project Manager: Meredith Hundley

Project Start Date: April 24, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER



OVERALL PROJECT STATUS: On track

SUMMARY: Capital landscape report published, Lynchburg-focused seminar in planning phases, capital plans under development

Previous Quarter	Current	Upcoming
Survey deployed and analyzed	Capital landscape report released	Draft capital plans developed
Two angel investing seminars held. 65 attended 1, 41 attended the second.	Led submission of i6 grant for health science sector that includes formation and launch of regional investor group which would fund post-GOVA activity for 3 years.	Grant proposal for i6
One angel investing workshop held with 30 attendees		Additional angel investor seminars and workshops (Lynchburg focus)
Draft capital landscape report completed		Finalize capital plans

Barriers: None

Products:

- Capital landscape study:
 - Completed analysis of survey results and integrated into capital landscape report
 - Continue to engage stakeholders with communications and presentations on the report
- Online Dashboard completed
- Capital pathways plan under development




Project Name: Center for Energy Research and Education Industry Lab

Project Manager: Rich Adams, David Fazzina, Jacqueline Rearick

Project Start Date: May 9, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER	
 <p>OVERALL PROJECT STATUS: On track, some deliverables ahead of schedule</p>	<p>SUMMARY: The EM lab is complete and in use. There are 4 FTEs working at the site, 5 new jobs at partner sites, 3 new educational partnerships, 5 new industry site visits, and \$500 in revenue from the lab.</p>

Previous Quarter	Current	Upcoming
Complete final design and lab configurations	Acquired electron microscope	Lab construction: set up drains, exhaust, and wall power in all four laps – EM lab is complete
Site visits from private industry partners and prospects	Acquired microscopy lab equipment	Site development partnerships
Framatone donated lab equipment (\$1 million)	Market CERE Industry labs to Region 2	
Transported Framatone equipment to facility	Begin academic use of industry labs (earlier than expected)	

Barriers: None

Products/Metrics:

- The scaling electron microscope and EMC is operational
- Use of the facility for Cybertesting (ICISI), SEM use, construction on site and additional work by BWXT and ICISI for product validation has created an estimated 5 jobs.
- Estimated 4 FTEs: six interns are working part-time at CERE, one processor from CVCC, three part-time from Bedford County and Regional alliance are assisting, part time work on site for construction
- 3 educational partnerships: CVCC, Sweet Briar, UNC Charlotte



- 7 site visits (2 returning): BWXT, Framatome, Rhode & Schwarz, Simplimatic, Belvac, GE, Heart Stitch


Project Name: **Enhancing the Region through New Technology for Unmanned Systems (Drone Zone)**

Project Manager: Dr. John Rainone

Project Start Date: June 4, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER

<p>OVERALL PROJECT STATUS:</p> <p> Enrollment has been delayed one year. Students expected to enroll for Fall 2019. Focus on attracting companies to site has been accelerated.</p>	<p>SUMMARY: Grant submitted for incubator and training space. New small business has moved to site. Negotiations with a 4th company from Tennessee. AHDZ, VT, ODU submitted VRIF grant.</p>
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Previous Quarter	Current	Upcoming
Approval of Unmanned Systems Career Studies Certificate Program by VCCS complete, SACSCOC approved	Two grants submitted (not on original milestone tracker)	Enroll students – college course delayed until Fall 2019
	Negotiations with companies (not on original milestone tracker)	Student enrollment
		Courses offered
		Coordinate job placement for program completers

Description of progress: \$300,000 grant to ARC submitted on behalf of the Alleghany Highlands Drone Zone (AHDZ) by the AHEDC to repurpose the old school for incubator and training space. A new small business has moved into the AHDZ with pending SBIR/STTR funding. This new business will create the need for trained technicians using DSLCC program. Negotiations with a 4th company from Tennessee are underway for possible presence in the AHDZ. This quarter, AHDZ, VT, and ODU submitted a proposal to the Virginia Research Investment Fund to create a “transnational research commercialization center” in the area of unmanned systems at Virginia Tech and AHDZ. The center will do two things: 1) targeted investment to



help researchers, inventors, innovators, startups and small companies overcome the barriers to technology transition and 2) provide tech transition guide services connecting the innovators with large companies, investors and federal entities to move technology into the market place.

Barriers: As described in previous reports, the biggest barrier has been time. The expansion of the AHDZ and coordination with all the partners have taken longer than expected. -An indirect effect of business partners needing training was delayed by the Government Shutdown. -Conversations with local high schools about dual enrollment have been a bit challenging as to align UMS training with Virginia Department of Education (VDOE) approved courses. Currently, UMS courses are not part of the VDOE master course files. Local high schools are attempting to align UMS course content with graduation requirements.

Products/Metrics:

- None




Project Name: Region 2 Talent Collaborative

Project Manager: Ben Bowman, Marty Holliday, Morgan Romeo

Project Start Date: October 22, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER	
<p>OVERALL PROJECT STATUS: Delayed</p> <p> progress, however good progress on upskilling existing workers. Project lead has reassured staff of ramp up and achievement of project deliverables.</p>	<p>SUMMARY: Existing workers continue to be trained, and plans are being made for the career expo. Departure of key marketing personnel and unexpected delays in businesses signing contracts has led progress to be behind. Anticipate catching up ASAP.</p>

Previous Quarter	Current	Upcoming
Inventory current career expo and CTE marketing efforts –	Regional expo for Lynchburg Region held April 9 th & 10 th .	Continue building business partnerships
Develop outreach and marketing plan in partnership with economic development organizations, chambers of commerce and educational partners (see barrier listed below). NRMR using existing outreach materials.	Programs developed for technical careers leadership with southern air and digital print production at Innovaire. Expect by July, much of this is ongoing. The process of clarifying business needs and signing contracts is taking longer than expected	Organize, plan and host super region career expo at Berglund Center for September 17-19
	Develop customized program curriculums with business needs in mind for 75 existing workers (16 complete, 24 in progress, contracts with four more companies pending – see barriers below.	
	Establish relationships with additional interested businesses in targeted sectors to develop	





	marketing strategy for career pathways – ongoing.	
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Barriers:

- Outreach and Marketing Plan: Marketing person left in February, so marketing tasks remain unfinished. Will hire new person by end of April to take on these tasks
- Career Expo: teacher availability remains a challenge
- Upskilling existing workers: Process of clarifying business needs and signing contracts is taking longer than expected.
- Metrics:
 - Potential concerns about best way to share employee personal data for reporting purposes.
 - Still waiting on documentation from employers, will complete by May 1, 2019 or abort

Products/Metrics (new this quarter):

- 7 schools involved with planning in Lynchburg, all but Allegheny in Roanoke Region
- 24 workers participating in upskilling (Volvo, Inmotion).
 - Two contracts signed for Southern Air and Innovair
 - Negotiating contract with Automated Industrial Technologies
 - 24 previous completions in other quarter
- 3 businesses served in target industry clusters
- Establishment of existing worker training program: 4
- Upskilling of existing workers: 16 new Greenbelts this quarter. 40 total in life of project.




Project Name: Regional Acceleration and Mentorship Program

Project Manager: Robert McAden, Mary Miller

Project Start Date: May 29, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER	
 <p>OVERALL PROJECT STATUS: Back on track after some delays in Q4. Will be caught up by Q2 2019.</p>	<p>SUMMARY: RAMP included in two grant proposals, baseline survey of social media to establish metrics for increased reach, developed marketing plan, joined the Global Accelerator Network (GAN). Delayed mentorship workshops until GAN was approved. Important progress in programs, mentors, funding and visibility.</p>

Previous Quarter	Current	Upcoming
Hold 2 Pitch & Polish clinics (one rescheduled for spring due to weather)	Follow-up on progress of first cohort companies	Hold 2 Regional Mentor Workshops
Complete programming for second cohort	Complete evaluation of second cohort	Finalized programming for third cohort and procure materials
Hold a Demo Day for cohort companies	Hold 2 Regional Mentor Workshops – NO – see barriers listed below.	Make any changes to criteria and method for providing seed funding to cohort companies
Distribute seed funding to cohort companies	Launch third cohort application process (companies and mentors) – 20 companies applied	Select companies for third cohort
Hold an alumni event for all mentors and cohort participants	Held 3 RAMP Information Sessions for potential applicants and mentors	Select mentor pool for third cohort
Identify 5 potential grant sources for evaluation (have been written into 2 grants as of Q12019)	Held 2 Mentor Networking Event	Launch third cohort



Evaluate cadence of RAMP-in-Residence - determine demand for additional cohorts, programs in additional locations, or sector-focused programs	Produced Quarterly Report	Hold 3 Pitch & Polish clinics
Review progress on website and social media strategy and analytics and implement changes as needed		Hold 1 Mentor Education/Networking Event

Barriers: RAMP delayed mentor workshops until we could take advantage of the GAN network’s database of best practices for Mentor development. Our membership approval took longer than anticipated. Now that we are members and have access to the library of resources on mentor development we are planning these events.

Metrics:

- 23 businesses engaged: RAMP has engaged with 22 new startups this quarter. 6 companies were engaged in Pitch & Polish Clinics and 3 of them applied to RAMP. Each applicant to our residential program received access to resources to help them take the next developmental step.
- 15 mentors engaged: 8 mentors were involved in pitch clinics/ 3 were involved in reviewing applicants and helping companies connect to resources/ 4 have been involved with companies prior to RAMP applications
- 1 mentor match
- GAN mentor matching database recently approved
- 7 mentors participating in Pitch & Polish
- 6 businesses participating in Pith and Polish
- 10% increase in RAMP in residence program

Products

- 2 clinics, 9 entrepreneurs
- 6 startup-mentor connections
- 4 RAMP companies have job openings posted




Project Name: Stopping the Brain Drain

Project Manager: Erin Burcham

Project Start Date: April 15, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER

<p>OVERALL PROJECT STATUS: Delayed by two weeks due to IRB process taking longer than expected. Expect deliverables to be back on track Q2 – 2019.</p> 	<p>SUMMARY: Report was presented to the TAC on March 26th. TAC will work Q2 to develop resources and implement a regional talent recruitment and retention action plan.</p>
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Previous Quarter	Current	Upcoming
Launch electronic study	Develop resources for Region 2 businesses based on findings for talent attraction and retention – Report given to TAC on March 26. Resources have not been developed yet, but TAC is formalizing action plans	Develop resources for Region 2 businesses based on findings for talent attraction and retention
Convene Talent Action Coalition	Implement a regional program to connect college students lo businesses - Pending, see above	Implement a regional program to connect college students lo businesses
Develop talent attraction and retention metrics program	Continue to meet with the Talent Action Coalition	Evaluate resources, programming, and metrics of success

Barriers: Research took longer than expected, so post-research deliverables reacting to the findings are pending and will be completed in the next quarter (they report being a couple weeks behind).

Products/Metrics:

- The grant team conducted and wrapped up the student survey. The Talent Action Coalition met twice during this time to discuss the project. The first meeting was to review the focus groups and

interviews with young professionals and business leaders and the second meeting was to formally go over all the data collected. In the last meeting with the coalition, the consultants guided a conversation about next steps and gathered lots of ideas.

- The research gathering stage was concluded with the student survey, which reached over 1100 students throughout Region 2. The consultants gave a formal presentation to the grant team, stakeholders, and the Talent Action Coalition. After the presentation, the coalition went into a working session to talk about next steps.

Project Name: **Wood Haven Road Water and Sewer Infrastructure Enhancement**

Project Manager: Beth Doughty, John Hull

Project Start Date: May 18, 2018

Period Covered: January 1, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER



OVERALL PROJECT STATUS: On track

SUMMARY: Completed initial review with Roanoke County and Western Virginia Water Authority. Awaiting VDOT comments. Will resubmit to address two small comments from Roanoke County and any VDOT comments. On track to complete by end of May.

Previous Quarter	Current	Upcoming
Procurement of engineering services for PE/Design	Produced Construction Documents	Finalize permitting - May
Produce PE/ Survey (Now working on developing construction plans)	Permitting – in progress	Bid Project/Contract Negotiations
		Construction

Barriers: None

Products/Metrics:

- Number of projects – 1
- Number of prospects – 0
- Leveraged private investment – 0
- Leveraged public investment – 0

Site marketability is limited until this project is complete and follow up project to clear a portion of property.



Project Name: **NRV SBDC**

Project Manager: Joyce Waugh

Project Start Date: January 31, 2019

Period Covered: January 31, 2019—March 31, 2019 (Quarter 1)

PROJECT STATUS THIS QUARTER



OVERALL PROJECT STATUS: On track, behind on one milestone (completion of action plan for outreach)

SUMMARY: Hired Cheryl Tucker, who met with area stakeholders, 9 clients (7 new). Continues to complete action plan for outreach

Previous Quarter	Current	Upcoming
	Hired full time SBDC employee focused on the NRV	Complete action Plan
	Introduced new employee to area stakeholders	Begin action plan implementation
	Training and onboarding	Tailored content as appropriate for existing monthly business basics and marketing basic courses
	Participation local business plan competition event (Apex E-challenge, Jumpstart Giles)	Three workshops applicable to target industry sectors
	Tailored one-on-one counseling to firms in target sectors	Tailored one-to-one counseling and advising to firms in target sectors

Barriers: None

Products/Metrics:

- Clients counseled - 9
- Counseling hours - 27



Summary of “Enhancing the Region through New Technology for Unmanned Systems” Project Status Concerns and Actions Taken:

Council members requested that support organization staff provide a more comprehensive update on the status of the “Drone Zone” project. The project’s formal title is “Enhancing the Region through New Technology for Unmanned Systems” and is managed by Dabney S. Lancaster Community College. Some council members voiced concern at the last council meeting that the “Drone Zone” project was behind on key metrics including purchasing software and enrolling students in training.

Support organization staff spoke with the applicant (Dr. John Rainone, President of Dabney S. Lancaster Community College, or DSLCC) to discuss progress to date and strategies that could be implemented to accomplish the goals set out in the contract. Following is a summary of the challenges, and mitigation strategies:

- 1) The primary challenge concerns the cash match/financial support from the private sector partner, Quest Knight Enterprises (QKE). QKE committed \$60,000 in cash to the project to be used for software and hardware purchase. QKE was also expected to be a source for new jobs – providing an employment opportunity for program completers.
 - a. The software is a critical need for the training.
 - b. The employer’s ability to potentially hire program completers is also a critical need.
- 2) QKE is a federal contractor and had several major contracts delayed due to the federal government shutdown. This is the reason for the delay of match provision.
 - a. DSLCC understands this to be a short-term cash flow challenge not a lack of commitment to participate. QKE is actually beginning to provide this match but over time, not as a lump-sum, so they are providing \$5,000 per month.
 - b. DSLCC understands that QKE’s intent is to continue provide the monthly \$5,000 match until the \$60,000 commitment has been reached.
- 3) DSLCC has invested up-front costs in purchase of hardware and software for which the GOVA funds and the private sector partner match are designated.
 - a. DSLCC purchased the equipment and software but had an option to return.
 - b. DSLCC wants to use another committed match from the city of Covington (\$100,000 in cash and in-kind) to provide the 1:1 match for GOVA. Some of that funding was designated for associated Drone Zone activities, but the city would agree to direct that funding towards the software and hardware costs.
 - c. The private sector contributions would then go towards the other related activities for overall Drone Zone project.
- 4) The project is on-track.
 - a. DSLCC has already lined up dual enrollments for the UAS course with high schools two separate region 2 localities (Botetourt and Alleghany). These committed enrollments already exceed the numbers in GOVA application projections.
 - b. College courses are already on the books for the fall and the college has re-shifted the times/days for that as a once a week, 3 hour course to make the option more accessible for working individuals.

- c. Alleghany County is beginning to attract and continuing to recruit other UAS industry companies as part of its Drone Zone project and to diversify and increase employment options for program completers.

DHCD tentatively approved re-working of match per the above but needs a revised budget spreadsheet. Applicant has received that request and response sent revised budget. DHCD approved.

John Provo, Ph.D.
 Director, Virginia Tech Office of Economic Development
 702 University City Blvd.
 Mail Code 0373
 Blacksburg, VA 24061

25 March 2019

Dear Dr. Provo:

Dabney S. Lancaster Community College (DSLCC) submitted a Go Virginia application for funding to assist with the development of a training program in drone technology. DSLCC was successful with their submission in February 2018. This program is being used to prepare individuals for employment in jobs related to an exciting initiative being launched by the City of Covington, Alleghany County and a number of private businesses.

Quest Knight Enterprises (QKE) pledged to commit \$60,000 towards the \$120,000 cost of the software and hardware to help start this fast emerging industry and address the need for a rapid prototyping laboratory.

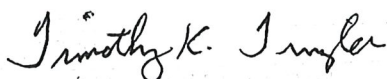
TABLE -1, below, represents QKE's Payment Schedule towards our portion of the \$60,000:

TABLE -1

PAYMENT AMOUNT	PAYMENT DATE	TOTAL PAYMENT
\$5,000	March 25, 2019	\$5,000
\$5,000	April 30, 2019	\$10,000
\$5,000	May 31, 2019	\$15,000
\$5,000	June 30, 2019	\$20,000
\$10,000	July 31, 2019	\$30,000
\$10,000	August 31, 2019	\$40,000
\$10,000	September 30, 2019	\$50,000
\$10,000	October 31, 2019	\$60,000
		\$60,000

Additionally, QKE may be able to pay our portion in full well before October 31, 2019.

Sincerely,



Timothy K. Tingler
 President/Quest Knight Enterprises

CC: Dr. John Rainone

Uses of Matching Funds	Amount (\$)	Type of Match (Dropdown)	Source of Match	Documentation Submitted (Dropdown)
Appalachian Regional Commission	\$ 100,000.00	Federal	Grant	Yes
City of Covington	\$ 75,000.00	Local	Local - In Kind	Yes
Alleghany County	\$ 12,000.00	Local	Local - In Kind	Yes
The Advancement Foundation	\$ 10,000.00	Private	Private - In Kind	Yes
Quest Knight Enterprises	\$ 60,000.00	Private	Private - Cash	Yes
City of Covington	\$ 100,000.00	Local	Local - Cash	Yes
	\$ 357,000.00	Total Matching Funds		
	\$ 187,000.00	Total Local Match		

Directions: Please list all sources and uses associated with the required matching funds. The budget categories and amounts should match the **"Other Funding" column** in the CAMS application budget. NOTE: State funds may NOT be used as match, but may be listed as additional leverage.

Summary of RAMP Concerns and Action Taken

Councilmembers voiced their concern at the last council meeting that RAMP was behind on two key metrics: pitch and polish competitions, and the mentorship database.

GOVA program evaluator Elli Travis met with Mary Miller at RAMP on February 15th to discuss progress to date and strategies that could be implemented to accomplish the goals set out in the contract. Following is a detailed summary, challenges, and mitigation strategies. With these changes, RAMP is on track to achieve the metrics and milestones set out in the original contract.

- 1) The Pitch and Polish Clinics are new to the region. The intent behind these clinics was to allow early stage ventures to get advice from mentors at more frequent times throughout the year. Most local Pitch competitions and events in the region are only held on an annual basis, making it difficult for some entrepreneurs to get the advice they need in a timely manner. Holding bi-monthly clinics allows entrepreneurs to enter the ecosystem and receive critical feedback and support much earlier, accelerating their growth and development. The challenge is that the original intent was for each Pitch and Polish clinic to host at least four companies each. That would mean 24 regional entrepreneurs would pitch per year. At the present time, there are not enough early stage companies or entrepreneurs in the region ready to pitch. This is evidenced by a low number of companies who were deemed “pitch worthy” at the recent Star Tank competition, for example.
 - a. Previous plan – hold Pitch and Polish clinics on as needed basis, waiting for four interested companies to hold one clinic.
 - b. Current strategy – RAMP will host bi-monthly Pitch and Polish clinics regardless of the number of interested entrepreneurs. Though at the beginning, this may mean just one company pitches per clinic, as the ecosystem grows, the hope is that having regularly scheduled bi-monthly events will improve the flow of investable ventures and ideas, and attendance will increase. RAMP will therefore meet their target of 6 clinics during the contract period.

DHCD Response: DHCD representatives respected the choice Miller initially made with scaling back the clinics due to initial lack of interest. They stated that quality is more important than quantity in terms of ultimate outcomes. If fewer clinics increase the quality and value-added of the clinics and reinforce the connectedness of mentors and companies, that would be a more successful overall outcome than the “correct” number of clinics. A no-cost extension is possible should Miller wish to go back to the initial workaround of not holding them bi-monthly.

- 2) The Mentorship database is a place where mentors and mentees can be matched according to interest and need. The original intent was for RAMP to purchase and customize a database, such as the ones used in Charlottesville or Hampton Roads. After conducting further research, it was determined that the mentorship databases used in those places include mostly mentors that are not local. As the goal of the project is to improve the ecosystem in this region, it is important that local mentors are identified and utilized.
 - a. Previous plan – subscribe to mentorship database used by other regions.
 - b. Current plan – Using a simple spreadsheet to start, input all current mentors engaged in RAMP activities, and classify them according to their interest and skills. Input all

mentors that may not be formally affiliated with RAMP, but have provided services to local entrepreneurs in the past. As this database grows and more information is gathered from these mentors and companies, consider procuring a more sophisticated tool.

DHCD Response: DHCD agreed with the current steps of starting with a simple database and then investing in something more sophisticated if it was warranted at a later date.



Virginia Growth and Opportunity Fund (GO Virginia) Growth and Diversification Plan Amendment Guidelines

Section I: Program Intent

GO Virginia is intended to facilitate regional collaboration to grow and diversify the economy through supporting projects leading to the creation of more higher paying jobs (primarily based on revenue derived from out-of-state sources) and addressing gaps in workforce and other factors that impact the success of growth and diversification programs at the regional level. Programs and projects recommended by the regional councils and approved by the Board shall be consistent with the regional economic growth and diversification plan established by each region, and detailed in this document.

Section II: Background

In 2017, each of the nine regional councils throughout the Commonwealth developed an economic growth and diversification plan to identify economic opportunities, needs, and challenges, establish priorities among those opportunities, and outline needed enhancements where GO Virginia grant funds can (a) support collaborative programs between at least two or more localities that will (b) lead to the creation of more higher paying jobs. These plans guide the regional councils in supporting efforts to:

- 1) develop, recruit and/or retain the talent needed in the region;
- 2) grow existing businesses, develop existing clusters, scale up small and mid-size companies;
- 3) establish start-ups from commercializing research and supporting entrepreneurs; and
- 4) advance joint site and infrastructure development needs towards business-readiness.

The plan should be used to outline the economic development needs that should be addressed through GO Virginia funding, and the types of innovative potential projects that could achieve this within the region, as well as across regions. The implementation of these plans should focus on higher paying jobs (above the average annual wage) in sectors and clusters that ultimately generate new revenues from out-of-state sources and diversify the region's economy.

Additionally, the plan should serve as the guide for evaluating which potential projects best address the identified needs and opportunities, and should be flexible to incorporate new ideas and opportunities that are identified by the regional council over time. Finally, the plans, and ultimately, the projects, should focus on activities that are sustainable and have the ability for long-term economic growth.

Section III: Development

As required by the Virginia Growth and Opportunity Act, each regional council shall review and amend the economic growth and diversification plan not less than biennially. The remainder of this document outlines the expectations for that amendment process.



Growth and diversification plans should be based on a realistic and empirically derived understanding of the regional economy and its potential. The plan should establish priorities for future use of GO Virginia project grants and take into consideration other studies and analyses related to development and validation of an economic diversification strategy as it relates to the creation of higher paying jobs. This is not a regional strategic economic development plan, nor is the plan envisioned to be comprehensive in addressing all challenges that face a particular region or all solutions. Instead, the plan should focus on identifying priority areas that accomplish GO Virginia’s goals, while maintaining flexibility as circumstances change and new opportunities arise.

Participation in the process of identifying issues and prioritizing solutions is essential, so the plan is intended to seek input from impacted stakeholders, focus attention on critical issues of regional economic growth and diversification, and identify and prioritize opportunities that could be pursued. The analysis should challenge existing assumptions about the region’s economy and inform the Council on how the region may develop growth opportunities. Efforts should also include identifying whether the appropriate conditions exist for a region to effectively realize the priorities and strategies outlined in the plan.

To develop the amended growth and diversification plan, regional leadership shall:

- 1) Promote private sector growth and objectively derived priority areas of opportunity in the region leading to higher paying jobs by strengthening and diversifying the region’s economy based primarily upon revenues derived from out-of-state sources.
- 2) Conduct a focused gap analysis to identify sector gaps and possible growth areas and assess workforce availability/gaps related to the opportunities identified in the plan. The analysis should focus on priority areas identified as part of the diversification plan and not needs across all regional economy sectors.
- 3) Identify the types of projects that collaborating business, education, government, and other stakeholders in the region could pursue to expand economic opportunity, grow and diversify the economy, and align worker training programs with the education and skills needed by employers and potential employers in the region that lead to the creation of higher paying jobs.
- 4) Analyze the impact of projects funded to date to determine if the projects funded in accordance with the plan have been effective at growing and diversifying the regional economy. This analysis should identify how projects have changed the regional economic conditions, particularly in the targeted traded sectors, and how that impact will be reflected in the amended plan. Furthermore, the plan should highlight where projects have resulted in new ideas or concepts that are reflected in the amended plan.

Section IV: Amendment Requirements

Each regional council shall submit an amended growth and diversification plan to DHCD for consideration by no later than **August 1, 2019** for consideration at the September 2019 GO Virginia Board meeting. At a minimum, the amended plan shall include the following elements:



1. Update the data provided as baseline metrics in the original growth and diversification plan, and track regional growth since the implementation of GO Virginia to assess programmatic impacts. Such data should include but is not limited to:
 - a. Annual change in average annual wages
 - b. Growth of key employment sectors
 - c. Job growth year by year and cumulative
 - d. How changes in employment and wage patterns have impacted regional growth
 - e. Change in the number of jobs supported through revenues derived from out-of-state sources
2. Identify any new, non-GO Virginia efforts to diversify and grow and/or retain higher paying jobs and to enhance access to such jobs. The amended plan should identify opportunities for collaboration or complementary efforts as appropriate.
3. Explain if the previously identified targeted business sectors or clusters have changed since the original growth and diversification plan, and why those changes occurred. The identification of targeted sectors or clusters must be based on empirical data and be based on results that are realistic given the drivers of the region's economy. The amended plan should specifically address how each sector has changed since the implementation of GO Virginia, and outline any needs or opportunities for growth in these sectors that could be supported through GO Virginia funding.
4. Update the previously identified workforce gaps in the availability of immediately employable talent in the targeted sectors or clusters. The prioritization of workforce gaps to be addressed will serve as guidance to the regional council and board in the evaluation of future funding decisions. If a gap exists in a newly identified target sector, identify current efforts to address this gap, being specific as to the skills/credentialing/experience/education required, and whether these efforts are adequate to address the shortage and to support long-term growth.
5. **Project Pipeline: Considering items 1-4 above, the key component of the amended plan shall focus on the development of a project pipeline by outlining opportunities for the region to grow existing business, fill gaps in existing sector presence, scale up existing companies (particularly around existing or emerging supply chains and clusters), support entrepreneurs, identify opportunities for the commercialization of research, and examine potential joint economic development activities. This focus on project pipeline development shall also consider an evaluation of the current project development process of the region and best practices for improving the process.**
 - a. The amended plan is intended to outline opportunities that will produce measurable results over a two-year period. Additionally, coordination of how these efforts can be sustained over a 5-10 year horizon with the broad steps to be taken in key categories such as site development, entrepreneurship, commercialization, or workforce should be provided.
 - b. The amended plan shall also evaluate the current project development process of the Regional Council and consider best practices for incubating project partners and ideas with the capacity to deliver the priority projects of the region that best meet the goals of Growth and Diversification plan. A key best practice is moving away from a project development process that waits for projects to apply and towards a council and staff driven process that incubates and seeds project pipeline development.



- c. The regional council shall utilize the final report provided by TEconomy Partners, to identify a regional approach for startup ecosystem development including a pipeline of projects that would be consistent with those recommendations.
- d. The regional council shall also outline a regional approach to addressing the region's site readiness needs by advancing sites through the Virginia Business Ready Sites Program (VBRSP). The regional council should consider the region's best opportunities for joint site and infrastructure development when establishing their approach.

Section V: Additional Information

1. The regional council may hire a consultant to assist in the development of the plan or direct the hiring of the consultant through the support organization. Regional councils shall abide by the Virginia Public Procurement Act (VPPA) for the solicitation of professional services.
2. The plan should address the elements outlined in the Growth and Opportunity Act and how strategies are aligned with other related programs including, as appropriate, the Virginia Research Investment Committee (VRIC), the Collaborative Economic Development Act, and the State Council for Higher Education Virginia (SCHEV) credentialing program.
3. The role of the regional council itself and other relevant entities should be considered in the development of the amended plan, particularly where the entity may be identified as a partner for implementation. The regional council shall provide for public participation and input from affected stakeholders to help identify regional needs and opportunities for cooperation. The method of receiving input and the information gained must be documented in the amended plan.
4. Potential sources of matching funds should also be identified, though specific commitments and amounts are not required until applications are sought to support regional projects. In particular, the amended plan should identify potential sources of local match where potential project development would align with a local priority.
5. The regional councils may consider opportunities in other complimentary areas, such as Broadband and Housing that may directly impact the targeted sectors and align with the identified growth strategies in the amended plans. Complimentary areas are not currently eligible for GO Virginia funding but may be eligible for other state and federal investments. As appropriate, regional councils may also identify needs and opportunities in non-traded sectors that play a significant role in the regional economy, with the understanding that projects in these areas must clearly identify funding sources separate from GO Virginia.

Section VI: Useful Resources

The following resources may be useful in providing additional direction or data to regional councils in developing their plans:



- Virginia Growth and Opportunity Act - <https://lis.virginia.gov/cgi-bin/legp604.exe?161+ful+CHAP0779+pdf>
- GO Virginia Projects Funded to date - <https://arcg.is/SHrK5>
- GO Virginia Board Guidance for Future Project Development - <http://www.dhcd.virginia.gov/images/GoVA/GO%20Virginia%20Future%20Projects%20Guidance%20-%20Concept%20Paper%20DRAFT%2011%2029%2018.pdf>
- GO Virginia Project Development Guidance and Metrics - <http://www.dhcd.virginia.gov/images/GoVA/DHCD%20GOVA%20Guidance%20120418.pdf>
- Virginia Economic Development Strategic Plan - <https://www.vedp.org/strategicplan>
- Virginia Chamber Blueprint Virginia Plan- <https://www.vachamber.com/blueprint-virginia/>
- Bureau of Labor Statistics- <https://www.bls.gov/cew/cewlq.htm>
- Virginia Research Investment Fund - <http://www.schev.edu/index/institutional/grants/va-research-investment-fund>
- Virginia Business Ready Sites Program - <https://www.vedp.org/vbrsp>
- Virginia Career Works - <https://virginiacareerworks.com/>

Intended Approach to Updating Region 2 Growth and Diversification Plan

- **Amendment Requirement 1:** Update Baseline Data. VTOED staff tasked with data updating (work to take place May-June 2019)
 - Such data should include but is not limited to:
 - a. Annual change in average annual wages
 - b. Growth of key employment sectors
 - c. Job growth year by year and cumulative
 - d. How changes in employment and wage patterns have impacted regional growth
 - e. Change in the number of jobs supported through revenues derived from out-of-state sources
 - **Amendment Requirement 2:** Identify any significant new non-GOVA efforts to grow and retain higher paying jobs. VTOED tasked with environmental scan of regional organizations to ascertain new or recent efforts in this regard. (work to take place May-June 2019)
 - **Amendment Requirement 3:** Explain any changes to priority sectors. VTOED will do so as part of baseline date update. (work to take place May-June 2019)
 - **Amendment Requirement 4:** Update workforce gap data related to priority sectors. VTOED will do so as part of baseline date update. (work to take place May-June 2019)
 - **Amendment Requirement 5:** Project Pipeline Development
 - Outline project pipeline activities over next 2 years. VTOED will work with Region 2 Council to refine plan. (work to take place May-June 2019)
 - Assess/evaluate the current project development process of the Regional Council and consider best practices. VTOED will work with Region 2 Council to assess. (work to take place May-June 2019)
 - Utilize the final report provided by TEconomy Partners, to identify a regional approach for startup ecosystem development. VTOED will work with Region 2 Council to develop approach. (work to take place May-June 2019)
 - Outline a regional approach to addressing the region's site readiness needs by advancing sites through the Virginia Business Ready Sites Program (VBRSP). VTOED will work with Region 2 Council to develop outline (work to take place May-June 2019)
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- DRAFT of Growth and Diversification Plan Update to be completed in mid-July 2019.
 - Refinements and edits in late July 2019.
 - **Formal Consideration and Approval by Council on August 2, 2019.**
 - **Submission to state on or before August 9, 2019**

Narrative Budget Estimate FY 20

Administration \$124,000

1. Council Meetings \$5,000

Support Council meetings and committees reporting to the Council. This includes staff time for agenda development, meeting facilitation, and assistance to Council in undertaking its required functions. This includes Council engagement in decision-making on selection of projects for submission to the state for funding.

Staff leads: John Provo, Scott Tate

Staff Support: Jennifer Morgan, Doris Waddell

2. Contracts Administration (including legal, financial, audit) \$90,000

Serve as the fiscal agent for all funds. Staff time to establish and ensure all financial management procedures are in accordance with state regulations. Facilitate legal review of all contracts and agreements, as well as remittances for applicants.

Staff leads: Shelly Jobst, Meghan Gaskill

Staff support: University Legal and Audit, Engagement Finance

3. Individual Project Reporting and Evaluation \$15,000

Monitor project progress, ensure accurate and complete reporting of outcomes and financial data from projects to the Council. Staff hours to provide evaluation of outcomes data analyzing return on investment from projects. Complete all required state reporting on project activities.

Staff leads: Meghan Gaskill, Elli Travis

Staff support: Jennifer Morgan, Student Research Assistants

4. Marketing and Outreach \$9,000

Staff to solicit participation in and provide notice on Council and committee meetings. Provide minutes and manage Council website with archived program materials. Design and circulate project solicitations. Respond to information requests and conduct outreach to potential applicants. Develop and support targeted outreach efforts identified by Council following discussion of gap analysis.

Staff Leads: John Provo, Scott Tate

Staff support; Jennifer Morgan, Student Research Assistants

5. Technical Assistance to Applicants \$5,000

Staff time to support project applicants in developing appropriate responses to Council solicitations. Launch and manage an application process.

Staff leads: John Provo, Scott Tate

Staff support: Jennifer Morgan, Student Research Assistants

Planning Services \$90,000

1. Strategic project pipeline development \$40,000

Staff to assist applicants in identifying opportunities and developing appropriate responses for Council solicitations and state competitive funds (i.e. multi-regional). Conduct analysis of gaps between Growth and Diversification Plan goals versus projects funded. Identify issues with Council and regional stakeholders.

Staff leads: John Provo, Scott Tate

Staff support: Elli Travis, Sarah Lyon-Hill, TBN new hire, Jennifer Morgan, Student Research Assistants

2. GO Virginia Region 2 program impact evaluation \$40,000

Staff time to synthesize data from project reporting and collect additional data required to assess broader regional metrics. Develop and produce an impact evaluation report for assessing performance of the region, impact of the program, and progress on goals and objectives articulated in the Growth and Diversification Plan. Build a base for a larger regional databank project.

Staff leads: Elli Travis, Sarah Lyon-Hill

Staff support: John Provo, Scott Tate, TBN new hire, Jennifer Morgan, Student Research Assistants

3. Growth and Diversification plan update FY 20 \$10,000

In line with instruction following state Growth and Diversification plan guidelines, staff time to conduct original research on economic development, collecting data from primary and secondary sources. Staff will develop plan goals and objectives along with appropriate project and regional metrics for reporting and evaluation. Synthesize data and input from other plans, work groups, and Council members. Write and edit final plan submitted to state.

Staff leads: John Provo, Scott Tate

Staff support: Elli Travis, Sarah Lyon-Hill, TBN new hire, Jennifer Morgan, Student Research Assistants

Other costs \$36,000

- | | |
|--------------------------------------|-----------------|
| 1. Travel (Council and staff) | \$3,000 |
| 2. Materials and supply | \$3,000 |
| 3. Council contingency fund | \$10,000 |
| 4. Marketing services | \$20,000 |

Total costs \$250,000

FY 19 GO Virginia Regional Capacity Building Budgets									
	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
Admin (General)	\$400	\$10,000	\$3,000	\$1,200	\$5,526		\$9,265		\$14,851
Audit			\$1,500	\$5,000	\$1,600		\$5,000	\$1,000	\$6,000
Contract Services						\$8,000	\$10,000		
Fiscal /Accounting Services	\$13,889	\$91,060		\$31,800	\$3,250		\$5,700		
Legal Expenses	\$5,000		\$1,800			\$4,000	\$5,000	\$1,000	
Marketing, Outreach, and Websites	\$12,500	\$11,040	\$2,600	\$4,600			\$1,555	\$10,000	\$11,310
Meetings and Workshops	\$25,450	\$4,840	\$12,000	\$1,200	\$1,000	\$1,073	\$1,500	\$5,000	\$6,475
Rent	\$1,200			\$14,400					\$9,460
Salaries (Fringe if applicable)	\$186,955	\$111,086	\$201,425	\$227,100	\$189,788	\$49,873	\$57,680	\$205,000	\$144,160
Supplies & Equipment	\$6,400	\$3,000		\$1,190	\$2,488		\$500	\$1,000	\$3,250
Taxes and Insurance				\$5,000			\$3,000		
Travel	\$12,500	\$5,000		\$1,800		\$536	\$3,000	\$2,500	\$2,790
Program Support Total	\$264,294	\$236,026	\$222,325	\$293,290	\$203,652	\$63,482	\$102,200	\$225,500	\$198,296
Contract Services	\$22,735		\$22,675	\$5,000	\$10,000	\$150,000	\$100,000	\$24,500	\$750
Technical Assistance			\$55,000				\$7,800		
Growth and Diversification Plan Development		\$41,270	\$61,111			\$36,518	\$40,000		
Planning Grants									\$50,954
Planning Total	\$22,735	\$41,270	\$138,786	\$5,000	\$10,000	\$186,518	\$147,800	\$24,500	\$51,704
Project Reserves	\$74,082	\$83,815	\$0	\$62,821	\$147,459	\$111,111	\$111,111	\$111,111	\$111,111
TOTAL	\$361,111	\$361,111	\$361,111	\$361,111	\$361,111	\$361,111	\$361,111	\$361,111	\$361,111