Mary Ball Washington Regional Council
GO Virginia Region 6
www.govirginia6.org

Region 6 Workforce Workgroup Meeting
Tuesday March 23, 2021
2:00pm – 4:00pm
Virtual Meeting
Please Join the Meeting Here: https://global.gotomeeting.com/join/501357285
To Join by Phone: (571) 317-3129 Access Code: 501-357-285

AGENDA

Call to Order	Jennifer Morgan
Roll Call	Jennifer Morgan
Public Comment	Jennifer Morgan
Overview and Purpose	Jennifer Morgan
Introduction to GO Virginia and Project Review	Jennifer Morgan
Adjournment	Jennifer Morgan

John Anzivino	Site
William Beale, Chair	Workforce
Wally Beauchamp	
Lou Belcher	
Bruce Davis	Workforce
Jackie Davis	Workforce
Jan Erkert	Workforce
Val Foulds	Workforce
Steve Goodall	Workforce
Stephanie Heinatz	Entrepreneurship
Lisa Hull	Site
Ann Lewis	Site
Kim McClellan	Site
Shannon Kennedy	Workforce
Rob Quartel	Entrepreneurship
Morgan Quicke	Site
Bryan Taliaferro	
Evan Van Leeuwen	Entrepreneurship
John Wells	
Linda Worrell	Entrepreneurship
Kimberly Young	Workforce

Entrepreneurship	4
Workforce	8
Sites	5

Virginia Growth and Opportunity Fund (GO Virginia)
Grant Scoring Guidelines

I. Introduction

As provided in the Virginia Growth and Opportunity Act (the "Act"), funds are allocated, upon approval of the Virginia Growth and Opportunity Board (the "Board"), to support grant requests that advance the Board's goals as well as the prioritized needs and opportunities identified in the Growth and Diversification plans adopted by each regional council. These grant funds are available to the regional councils on a per capita basis (the "regional allocations") where each region gets a proportional share of the available funding based on its current population, and on a statewide competitive basis (the "competitive allocations"). The purpose of these guidelines is to establish a process for use by each regional council in making recommendations to the Board in support of grant requests from public or private entities in a region in cooperation with the collaborating localities and partners from other sectors. These recommendations are then reviewed by the Board in making final grant decisions and in approving the conditions and terms that will apply to each grant. It is expected that the grant funds will be used to initiate successful regional collaboration activities but will not be an ongoing source of long-term funding for grant requests. In addition to the general principles of the Act, the Growth and Diversification plan adopted, and as periodically amended, by each regional council, shall guide how the prioritized needs and opportunities are linked to grant requests proposed by the collaborating localities.

II. Project Application and Administration

The Act requires the collaboration of at least two localities, political subdivisions, or public bodies corporate and politic, along with other public or private entities to apply for either a regional allocation or competitive allocation grant.

Such local participation shall mean at least two or more counties and/or cities, a county and/or city and one or more political subdivisions or public body corporate and politic of that county and/or city along with such similar entity in another county and/or city, or two or more political subdivisions or public bodies corporate and politic from at least two different counties and/or cities. A town, with the county that surrounds it, may petition the Board for the ability to apply for a grant, if the parties can demonstrate that their collaboration is substantive and aligned with the goals of GO Virginia.

Public or private entities that may pursue and administer grant funding include, but are not limited to, other political subdivisions of the state, foundations, non-profit entities, colleges and universities, other educational entities, economic development organizations, workforce boards, local governments, regional council support organizations, and other stakeholders. While a private company may apply, in cooperation with the collaborating localities and other stakeholders, to participate in or manage a project, grant funds are not to be used as economic development incentive payments or to promote the activities of a single entity. Instead, grant funds are to be used to support the implementation of requests aligned with plan priorities and that offer broad community benefits. Financial participation by the collaborating localities is required as part of any application for a grant allocation, and the minimum threshold for such participation is outlined in these guidelines. The roles of the various participants in applying for and administering a proposed project shall also be set forth in the grant application.

III. Fund Availability

Subject to the annual appropriations act, the grant allocations will be available for award by the Board as needed to support grant requests. A region is not required to use its entire regional allocation in a single fiscal year, and unused funds may be held by the Council for future opportunities more aligned with the priorities of its Growth and Diversification plan. The Board also reserves the right to withhold allocations of funds should the proposed grant requests not meet certain minimum thresholds established as a result of these guidelines.

While grant requests that require funding commitments for multiple fiscal years can be proposed, it is expected that the Board will not approve grants lasting for more than two years. After the initial funding cycle, the participating localities and other stakeholders may again apply to the regional council and the Board for further funding if there is a demonstrated need for additional funding. Multi-year grant commitments shall be made with a declining amount after the initial funding year.

Payments of grant funds shall be made upon the achievement of project milestones as outlined in the grant application. The Board may approve grant requests that provide a portion of the requested funds prior to the achievement of project milestones for organizational and other project initiation efforts.

IV. Enhanced Capacity Building

Prior to approving regional project grants, applicants are likely to want to validate how to translate the prioritized needs and opportunities from their Growth and Diversification plans into actionable grant requests. Such an effort would develop platforms to support various collaborative approaches, increase efficiency, provide a deeper and consistent level of support, assess and reduce risk, and provide more focus about how broad concepts outlined in the plans

become actual programs. Such activities would also create the opportunity for regions to share information on best practices and validated platforms that may lead to more collaboration and future grant requests with similar goals. Such activities, known as enhanced capacity building, are intended to examine how a subsequent future project grant request will be supported through the creation of this platform. In any application for enhanced capacity building, an inventory of existing programs with similar goals, gaps in current programs that the proposed project will fill, the resources and structures needed to ensure the success of the enhanced capacity building initiative, and an exploration of how the enhanced capacity building effort could contribute to the success of associated future grant requests, should be detailed by the applicant.

Even if enhanced capacity building funds are not requested, any proposed project should identify what efforts have been made, or will be made, to undertake a risk assessment of the likelihood of the success of the project prior to implementation funds being drawn upon. Additionally, any proposed grant requests should indicate a plan for how they will demonstrate that they are sustainable after the grant funds from the Board are exhausted.

Project applications solely for enhanced capacity building as a phase independent from, but in anticipation of, future grant requests, will be accepted. Proposed enhanced capacity building efforts which have the ability to be successfully replicated or used across multiple grant requests and/or regions will receive special consideration by the Board in allocating grants. Further, it is understood that any return on investment analysis for enhanced capacity building efforts will be different from that for other collaborative grant requests.

V. Return on Investment

The anticipated return on investment of a proposed project resulting from the GO grants is one of the key measures to be used by the Board in making funding allocations. The nature of the GO Virginia initiative, however, is different from traditional economic development programs and incentives where results are more immediately visible through direct job creation and capital investment and the tax revenues such activities generate. These measures are important, but under GO Virginia, the proposed grant requests should also focus on long-term, sustainable change, economic diversification, and regional collaboration, so some measures of success are behavioral and thus, harder to measure. Further, GO Virginia expects that the projects it funds will have broad community benefit that supports activities across local boundaries.

In calculating the anticipated return on investment for proposed grant requests, applicants should outline the anticipated jobs and capital investment that could accrue from the project over a two-year period that aligns with the likely payout schedule of a grant, as well as over the longer term. Using those factors, the applicant should outline the anticipated state and local tax revenues that will result from the proposed activity. When determining the economic impact of a proposed grant request, the Board will give preference to those applications which can demonstrate that the GO Virginia portion of the grant is recouped within three years, however,

projects that may have a smaller return in the initial phases, but a larger anticipated longer term impact (taking into account the likelihood of future success) will received special consideration. In addition to these objective factors, applicants should outline other measures of success, such as new collaborative agreements, revenue sharing, cost savings and efficiencies resulting from the project, or other items that can be used by the Board to understand the financial viability of the project. Another variable that the Board will use in determining the return on investment is any information provided by the applicant about previous successes involving the applicant on similar initiatives.

By way of example, a grant request focused on a cluster scale-up activity which seeks $100,000 from the Board may have as a goal the creation, within 3 years, of 50 new jobs earning $50,000 per year. That would result in $2.5 million of wages in year three. The average effective personal income tax rate in Virginia is approximately 4%, so that project would generate a $100,000 return. Additional tax benefits (in the form of sales taxes, excise taxes, and property taxes) would show that the project is a net positive for the Commonwealth. That same project which yields 50 jobs earning $40,000 per year would result in $2.0 million of wages in year three – or an income tax yield of $80,000. Sales taxes (which are realized assuming about 1/3 of wages are spent on items subject to the sales tax) yield another $35,333.

It is understood that certain project types will have a longer timetable to achieve their expected return on investment. For example, projects focused on increasing the number of startup businesses or improving the entrepreneurial climate could take longer to show measurable results than those projects that scale up an existing company or can immediately commercialize research and development opportunities from our universities. Further, grant requests to solely support enhanced capacity building efforts may be able to demonstrate only limited returns prior to the end of the program. Consideration of the project type and duration will be used by the Board in making final grant decisions.

VI. Local participation

The Act requires that any grant request for funds from the Board be matched, at least dollar for dollar, by non-state appropriated sources. Therefore, non-state public entities, private, federal, or local funds are acceptable forms of match for funds requested from the Board. The Board may waive the match, to half of the required amount, upon a finding of fiscal distress or an exceptional economic opportunity in the collaborating localities. Grant requests may include, from any source, including state appropriated funds, match in excess of the levels outlined herein, and such additional match will receive special consideration by the Board in allocating grants.

It is the goal of the Board that among the participating localities in a regional collaboration that there be a local contribution of not less than 20% of the required match, or $50,000, whichever is greater, in the aggregate, per proposed project. Projects designed to address issues which impact more than 50% of the population of one of the nine GO Virginia regions are encouraged to meet this minimum local contribution but are not required to do so. The goal of this local contribution amount is to ensure localities are truly invested in the collaborative nature of the GO Virginia process as well as to ensure that proposed grant requests are of a substantial nature and meet the highest priorities identified in the regional plans.

The local contribution may come from any combination of the participating localities and political subdivisions. If the participating localities identify actions that they will take which result in cost efficiencies that provide resources for the proposed regional project, such funds shall be worth a 50% bonus in meeting the local contribution requirement. Existing investments by localities and political subdivisions that are redirected, repurposed, or refocused towards collaborative regional grant requests will count as local match. The Board also reserves the right to waive the local contribution for enhanced capacity building efforts that demonstrate an ability to benefit multiple regions or grant requests.

In order to meet the local contribution requirement, the application shall identify the methods the participating localities have undertaken, or will undertake during the proposed grant term, to make available the required local contribution. The local contribution may take the form of cash, revenue sharing, dedication of locally-owned or controlled assets to the proposed regional project, reallocation of existing funds, in kind contributions, or other local resources. The application shall also outline the methods the other non-local government participants in the grant application will use to provide the remaining balance of the required match.

VII. Project Performance

The applicant shall outline the aspects of the proposed grant request that will be used to measure the success of a project that aligns with the findings of the applicable Growth and Diversification plan. In the event a funded project is unable to deliver on project deliverables that impact its compliance with the performance criteria established at the time of the grant approval, the Board may terminate future funding for the project. The Board may permit a time period of not more than 60 days for the public or private entity administering the project to cure any deficiency in meeting the performance criteria prior to terminating future funding. The Board may also grant approval for modifications to the terms, conditions, or milestones should circumstances impacting the project change substantially.

VIII. Grant Scoring Criteria

In determining the eligibility of the region and the amount of monies to be awarded for grant requests, the Board and the regional councils shall follow these weighting criteria. The Board reserves the right to not make an award to proposed grant requests that have a low score in one of more of the following areas:

Economic Impact: 35%

1. Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return.
2. Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.
3. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.
4. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.

Regional Collaboration: 30%

1. The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities.
2. Participation of localities or regions (including interstate collaborations) that are outside the applying region.
3. Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.
4. The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.
5. The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.
6. Inventory existing grant requests or programs with similar goals to ensure the proposed project is not duplicative of, but additive to, other efforts to support economic diversification and the creation of higher paying jobs.

Project Readiness: 20%

1. Project application demonstrates that the project partners have the capability to successfully execute the project.
2. Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal

3. Project application outlines how the project may be coordinated with existing efforts in the region.
4. Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.
5. Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.
6. Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.

Project Sustainability: 15%

1. Plan for how a project will be sustained after grant funds are exhausted.
2. Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.
3. Demonstrate leverage above the required amounts from any source.

Addendum to GO Virginia Grant Scoring Guidelines

Special Considerations for Statewide Competitive Grant Applications

As a general rule, the criteria found in the Virginia Growth and Opportunity Fund (GO Fund) Grant Scoring Guidelines shall govern the applications for grants from the statewide competitive pool as they relate to who is the applicant, administration of the grants, return on investment analysis, project performance, and the scoring criteria. However, the statewide competitive grants are expected to be larger in size and scope; thus, several adjustments are necessary as discussed below.

IV. Enhanced Capacity Building

It is not expected that the statewide competitive pool will be used to fund proposals that are solely for enhanced capacity building projects. While proposals may have an initial phase that includes some enhanced capacity building activities to test-run various project approaches, grant proposals should focus on project implementation and return on investment for the Commonwealth and the regions in meeting GO Virginia policy goals that are captured in scoring criteria. The Board may make an exception to this section if there are certain project proposals that align with priorities identified in multiple Growth and Diversification plans and may authorize funding from this pool for studies and projects that will have a significant impact across regions and will have statewide applicability.

VI. Local Participation

The Act requires any grant, regardless of whether it is from the per capita or the statewide competitive pool, to be matched, at least dollar for dollar by non-state appropriated sources. Local financial participation as part of that required match is also an important criteria in determining which projects to fund. The same local match requirements apply to competitive applications. However, project proposals with greater local participation and match, both in size and the number of participating localities, will receive special priority in the competitive grant review process.

VII. Project Performance

Projects seeking funding from the statewide competitive pool should demonstrate alignment with the goals and priorities of each of the regional growth and diversification plans of the localities represented in the application. Should such alignment not exist in the existing plans, then supplemental addendums to plans that demonstrate such alignment will be required as part of the grant application.

Supplemental Questions

The Competitive Grant Application will include questions to solicit information on how the regions will interact, collaborate, and coordinate project implementation. The application will also seek to evaluate the interplay between rural and urban regions as well as the multi-regional or statewide opportunity presented. Projects should demonstrate a benefit to more than one region or an extraordinary opportunity to the Commonwealth.

GO Virginia Working Project Guidance and Metrics

This document provides guidance and sample metrics for the development of funding applications for GO Virginia per capita and competitive grants. This guidance was developed from the GO Virginia Code language and Scoring Guidelines, as well as the precedents set by previous Board decisions. This is a working document that will be updated on a regular basis to capture Board policies that may impact application development. The following is DHCD's guidance as of December 4, 2018.

Workforce:

Program Duplication: GO Virginia can be used to develop and implement new and innovative trainings that are not currently available within that region, or within a reasonable distance of the project location. For projects replicating training that exists elsewhere in the region or Commonwealth, projects that can effectively scale an existing program will be more appropriate than those duplicating an existing program. This can be achieved by larger scale and more expansive collaborations across regions and between regions.

Industry Partnerships: GO Virginia strongly encourages private-industry partnerships for all GO Virginia projects. Securing financial and resource commitments from private-industry partners is a best practice, along with commitments to hire trainees or to upskill existing employees. Projects that address an explicit industry need, and demonstrate a clear demand for the skills and credentials will be the most successful. Projects that can demonstrate a long-term demand for the project will be more successful than those aiming to address a short-term need. Single business demand for workforce is not sufficient as more than one business must benefit.

Sustainability: GO Virginia funds should be utilized to build the region's capacity to create jobs in the targeted clusters, and projects that demonstrate the ability to sustain that capacity will be most successful. Projects that reflect a short-term solution that is financially or functionally unsustainable will be less successful. Furthermore, projects that lead to a new or expanded obligation for the State will be less successful than those that can be sustained through non-State resources.

Online Platforms: GO Virginia can be utilized to establish platforms that will match talent with available opportunities (jobs or training), as is being pursued throughout the Commonwealth. Regions should pursue opportunities that can be scaled across boundaries, or systems that work in coordination with existing platforms, to avoid duplication of efforts. GO Virginia funds should be focused on the buildout of such platforms, while marketing and outreach (for the platform or for a training program) would be more appropriately sourced from matching funds.

K-12 Projects: GO Virginia can be used to develop stronger connections between secondary education and the creation of higher paying jobs in the traded sectors. Projects that demonstrate a direct line of sight to such job creation through student credentialing or work-based learning (internships and apprenticeship) will have the best alignment with GO Virginia. Projects that implement new curriculum or learning opportunities that directly align with the region's targeted industries and include direct

commitments from businesses will be prioritized. General academic or capital requests are not appropriate. As the period of time between the project and outcomes such as job creation extends, projects will become less competitive for GO Virginia funds. Projects with longer timelines to job creation, including those focused on early childhood and primary education, are not appropriate for GO Virginia.

Precedents: Based on program guidelines and prior decisions by the Board, applications for the following are discouraged:

- **Healthcare and nursing training programs:** Healthcare is not generally considered a traded sector and therefore does not meet the mission of the GO Virginia program. The Board will consider future applications that will create higher paying jobs and generate out-of-state revenue despite being a non-traded sector, such as a medical center of excellence or specialized/innovative model.
- **K-12 Capital Requests:** Funding requests for the construction of a school or high-school vocational center will inherently offer an assortment of courses, including a significant portion that are not in line with the region's growth and diversification plan. This is considered to be a general responsibility of the local school system and the Department of Education, and is not an appropriate use of GO Virginia funds.
- **State Salaries:** Projects that lead to a new or expanded obligation to the State will be less successful than those that can be sustained through federal, private or local funds. Funding for positions at state-funded entities such as the community colleges should only be considered where a non-state source of funding to sustain those positions can be identified.
- **Scholarships:** Since scholarships can only be sustained through ongoing funding injections, this is not a sustainable use of GO Virginia funds. While scholarships can reduce the cost of existing trainings for recipients, it does not build the region's capacity to train.

Workforce Metrics: Anticipated metrics for workforce projects can include:

- Number of students trained
- Number of employees upskilled
- Number of jobs created
- Number of jobs retained
- Number of internships/apprenticeships completed
- Number of businesses served
- Number of new programs/credentials implemented
- % of completers receiving credentials
- Number of credentials awarded
- Average wages for trainees/graduates
- Average increase in wages for trainees/graduates
- Leveraged private investment
- Leveraged public investment
- Note: Metrics should reflect the incremental change due to the project. For example, if a program is being expanded- the metrics would reflect the increase in number of students trained and the increase in the number of credential awarded, over the existing baseline outputs.

Sites:

Site Development: GO Virginia funds can be used to advance a site up the Virginia Business Ready Sites Program (VBRSP) tier system through the Virginia Economic Development Partnership (VEDP). Localities and property owners are encouraged to work with VEDP to ensure that all sites are properly characterized within VirginiaScan. GO Virginia funds can be used for preliminary site due diligence, site grading and preparation, and limited infrastructure development. Prospective sites should be evaluated and prioritized based on a demand analysis to assure that the region is developing the right sites to align with the industry clusters identified in the growth and diversification plans.

Infrastructure: GO Virginia funds can be used for site specific improvements or infrastructure necessary for the development of that site, and not for general public infrastructure improvements such as roads and bridges, or upgrading water and sewer infrastructure for a locality. GO Virginia funds should leverage other state and non-state sources of funding where possible.

Revenue Sharing: It is unlikely that every locality will have a site that is appropriate for joint development through GO Virginia, and localities are highly encouraged to collaborate to act in the collective interest of the region. A Regional Industrial Facility Authority (RIFA) is considered a best practice for revenue sharing between the participating localities. A RIFA allows any two or more localities to jointly invest (a RIFA can secure debt) and share tax revenue generated from a project. Revenue sharing through a RIFA aligns with the GO Virginia requirements of local participation and local match. While RIFA's are encouraged, regions can also consider other cooperative agreements and structures to develop sites by two or more localities in which development costs and/or revenues are shared.

Speculative Development: While GO Virginia funding can be used to advance a site to business-readiness, projects should be able to document clear demand for the site to reduce the risk of speculative development. Projects that demonstrate the highest likelihood for immediate high wage job creation outcomes through active prospects or a clear history of prospect activity within the targeted clusters will be most successful. Information regarding any prospects forfeited due to the lack of business-ready sites should be included with the application. Committed prospects ["bird in hand"] are not required to pursue site preparation or enhancements (see Incentive Packages below).

Workforce Connection: Projects will be most successful when they demonstrate a clear understanding of the labor shed for the site, particularly with mega-site developments that have the potential for thousands of jobs. Projects should ensure adequate population and skills to support a future business in one of the target industries, and should outline plans to address relevant skills gaps where necessary.

Marketing: Projects will be most successful when there is coordination with VEDP and there is a clear marketing plan in place for the site. The marketing plan should target the region's priority clusters, and should include metrics for gaging the success of the marketing efforts so they can be corrected or expanded to hit targets.

Precedents: Based on program guidelines and prior decisions by the Board, applications for the following are discouraged:

- **Infrastructure:** GO Virginia funding cannot be used for the development of transportation infrastructure such as roads, bridges, tunnels, exits, public transportation, etc. GO Virginia should

not be used for general public infrastructure for a locality, without a clear line of sight to an economic development project that will create higher wage jobs in a traded sectors.

- **Incentive Packages:** GO Virginia funding is not a business incentive and shall not be used as part of a prospect incentive package. Incentives do not build the region's long-term capacity for job creation, and therefore do not meet the mission of GO Virginia. Furthermore, GO Virginia funding should not be requested for the benefit of a single business, so GO Virginia will not fund site improvements for a single bird-in-hand prospect.

Sites Metrics: Anticipated metrics for joint site development projects can include:

- Number of jobs created
- Number of jobs retained
- Number of businesses served
- Number of households served (if applicable)
- Acres advanced to higher tier per VBRSP
- Total square footage of new space developed
- Linear feet of water/sewer infrastructure constructed
- Water/sewer capacity: MGD (million gallons per day)
- Marketing dollars deployed for the site
- Number of projects (active company recruitment files)
- Number of prospects (active company visits)
- Number of businesses attracted
- Leveraged private investment
- Leveraged public investment
- Revenues increased from export-sales
- **Note:** Joint site development projects should track short and long-term metrics, to track the outputs from the project as well as the outcomes from businesses on the site.

Startup Ecosystems:

Opportunities: GO Virginia funds can be used to build the fundamental building blocks of regional startup ecosystems, such as incubators, accelerators, and forms of business funding (notably, seed funds). Such components should be prioritized based on the work of TEConomy Partners, LLC, and based on the direction provided in the growth and diversification plans. GO Virginia can assist with service development or expansion, programming, fund development, etc. However, funding to construct a new facility would be more appropriately sourced from matching funds, and could be funded through local or private matching funds.

Salaries: GO Virginia can fund staffing for startup ecosystem initiatives, where a non-state revenue model has been identified to sustain those positions.

Sustainability: Projects that demonstrate the ability to sustain the startup ecosystem enhancements will be most successful, while projects that reflect a short-term solution should demonstrate a clear demand to justify an effort that may not be sustainable. Seed funds that have an evergreen component are encouraged.

Retention: Given the mobility of many entrepreneurial activity, projects will be most successful with a demonstrated plan or proven track-record for retaining those startups within the region or the Commonwealth.

Metrics: The success of entrepreneurial ecosystem projects should be quantifiable, to every extent possible. Projects that have an established system for tracking outcomes, immediate and long-term, will be best able to demonstrate success and the return on GO Virginia's investment.

Precedents: Based on program guidelines and prior decisions by the Board, applications for the following are discouraged:

- **Startup Funding:** GO Virginia funding should be directed toward startup and programmatic expenditures, and should not be utilized to fund startups or entrepreneurs directly. Business capital, seed funds, or award funds should be funded by match.

Startup Ecosystem Metrics: Anticipated metrics for startup ecosystem projects can include:

- Number of jobs created
- Number of jobs retained
- Average wages for jobs created
- Average increase in wages for employees at businesses served
- Number of new programs/credentials implemented
- Number of credentials awarded
- Number of businesses attracted
- Number of businesses retained
- Number of businesses expanded
- Number of businesses founded
- Leveraged private investment
- Leveraged public investment
- Total capital raised/deployed
- Research and development (R&D) funding deployed
- New products completed/released to production
- Total patents filed/pending/awarded
- Number of fund investments placed and average deal size
- Number of businesses applying for fund investments
- Number of businesses interviewed and evaluated for fund investments
- Average increase in wages for employees
- Return on Investment (ROI) and Internal Rate of Return (IRR) for deployed funds
- Number of program exits by type and timing
- Revenues increased from export-sales
- Cancelled projects and/or wasted spending
- **Note:** Startup ecosystem metrics should include the outputs from the project, as well as the outcomes from the businesses served.

Memorandum

TO: Virginia Growth and Opportunity Board Members

FROM: John O. "Dubby" Wynne, Chairman

RE: Areas of Opportunity for Future GO Virginia Funding

DATE: December 11, 2018

Ever since the Virginia Growth and Opportunity Board awarded its first round of project grants on December 12, 2017, the GO Virginia Regional Councils have developed and proposed many projects to grow and diversify Virginia's economy. Guided by the shared mission to encourage regional cooperation and create higher-paying jobs from traded sector areas in every region, and in alignment with the needs and opportunities identified through their respective regional plans, the Board has now approved 29 projects that are starting to make a difference.

As GO Virginia moves into its second year of grant making, and as each region begins the process to update its growth and diversification plan, the Board thought it important to outline some concepts that may help the regional councils and their leaders develop additional projects that could have a lasting impact on the regions as well as the economy of Virginia as a whole. In short, we look at this exercise as one to help the regions better focus and prioritize initiatives as the plan update process unfolds next year.

In reviewing the initial plans, the Board found that there were four common themes – talent pipelines, site development, innovation and entrepreneurial ecosystems, and scale up activities - as areas of opportunity across the nine GO Virginia regions that could benefit from some strategic thinking on implementation and to ensure alignment across regional boundaries and with other statewide efforts. While the Board wants to continue the "bottom up" approach of project development – meaning each region should advance those project applications best aligned with its specific needs – the existence of so much commonality in needs among the regions requires some effort to avoid inefficiency and duplication with existing programs, and to advance projects that create opportunities for a statewide, coordinated program where appropriate.

At the same time, it is becoming increasingly important that the Board define parameters around project performance, return on investment, the acceptable timeline between project spending and actual job creation, additional direction on what types of expenditures will be permitted, and potential maximum grant caps. Those issues run through all four focus areas outlined below, and policies to address them will evolve over the coming months.

Finally, one common theme through all these focus areas, and GO Virginia generally, is the vital need for business leadership. The regional councils must be aggressive in setting the agenda and advancing those projects that best meet regional needs. GO Virginia is intended to be transformational, not incremental, in its thinking, and such leadership is essential to its success.

Therefore, the main goal of the outreach to the regional chairs and vice chairs is to review the current thinking and proposed direction for each of the four common project themes and to use this concept paper to raise issues about how to best move these efforts forward.

Workforce

No issue is more important to the economic diversification, growth, and competitiveness of Virginia than the quality of its workforce. Although Virginia generally has a highly skilled and highly educated workforce, there are significant gaps in the pipeline of talent for those industry clusters that are expected to grow the most in the future. These gaps show up not only in the lack of communication between businesses and the education providers about courses and training needs to be provided for future workers, but even in the most basic information relating to current and future job opportunities so business and industry can work together toward common goals, particularly to nurture the creation of higher paying jobs in traded sectors. Without such basic information, or any degree of certainty regarding the quality of existing data, it is virtually impossible to address the core problems.

In short, talent—its recruitment, retention, and development—is a central concern of employers in every region of Virginia, and it has become a chief concern of policymakers across party and regional lines. This focus is timely because the needs are multifaceted and pressing. They include (i) aligning Virginia talent with current and prospective job opportunities, (ii) adapting education and training programs to meet current and prospective Virginia business needs, and (iii) attracting and retaining needed talent from outside Virginia.

While solving these workforce challenges in Virginia is a complex undertaking and beyond the scope and capabilities of GO Virginia and its limited funding, we do believe that the GO Virginia initiative and the regional councils can play a role in helping to address the concerns outlined above. By targeting our limited resources, and through business leader engagement and collaboration with other stakeholders, we believe progress can be made through regional initiatives.

Specifically, we see several areas where the GO Virginia regional councils could focus their funding requests:

Systematic Assessment of Employer Needs for Talent – Regional councils could initiate projects to enhance the functioning of the labor market, and the ancillary education and training market, by remedying the information gap related to the current and anticipated talent needs of Virginia business employers, especially in targeted sectors. Many regional growth and diversification plans

targeted high-demand and/or high-growth sectors include technology (cyber, big data/data analytics, etc.), life sciences, skilled trades, and specialized manufacturing. Through smartphone apps and other technology solutions, industry trade fairs, and other business-education partnership opportunities, these information gaps can be closed to move a region's workforce ahead.

The Talent/Job Interface: Matching Talent with Employment Opportunities – Support programs that enhance the functioning of the labor market by establishing effective mechanisms by which students/parents and adults can learn about and access employment opportunities and related educational/experiential programs. These opportunities would be focused on key industries and clusters identified in each region as important to its future economic growth and diversification. These can include concepts such as "manufacturing days" to expose students/parents/teachers to job opportunities, increased job mentoring and counseling, and additional apprenticeships and internships.

Improving Alignment: Promoting Education-to-Employment Pipelines – What we have repeatedly found is that the business and education communities exist in silos, functioning separate from each other and not aligning to develop the pipeline of skilled workers needed by local companies. The Board believes that the business leadership on the regional councils can be strategically used to improve the alignment between the education and training that is and will be available to Virginians (from high schools, colleges, and other providers) and the current and anticipated needs of Virginia businesses, especially in clusters targeted for high-impact growth in years ahead. A key strategy for improving this alignment is to create business and education (higher education and K-12) collaborations that get students onto education/training tracks—often referred to as pipeline programs or pathways—that provide tailored education/training regimens, curriculum development, experiential workplace opportunities (internships, etc.), and eventual employment. As previously noted, supporting additional internships and apprenticeships will also be key to this effort.

Each of these focus areas are dependent upon a thorough understanding of the talent pipeline needs identified by businesses in each region. We need to begin by asking some of the following questions:

1. Do you have accurate data on where the best opportunities are for higher wage traded sector job opportunities and what exactly is needed to fill any gaps?
2. What can be done to ensure GO Virginia investments in meeting these needs are impactful and sustainable?
3. Does the region have a systematic approach for addressing these issues across business, government, and training providers beyond narrow, opportunistic initiatives? How do we particularly get higher ed and business in closer alignment and partnership?

Site Development

There are several existing models already in Virginia which, with minor modifications, could serve as the foundation for a GO Virginia initiative around joint site development. Starting in 2016, the Virginia Economic Development Partnership used the newly-created Business Ready Sites Program to help spur the development of new industrial sites around the state by providing funding for planning, infrastructure development, and permitting. Funding for the program was immediately over-subscribed, further evidence of the desperate need localities see to have shovel ready product to facilitate economic growth. Although some funding was restored for this initiative in 2018, it is insufficient to meet the need to develop sites primed for target clusters. Further, the Business Ready Sites Program does not require greater regional collaboration which remains a cornerstone of GO Virginia activities. Nevertheless, these efforts are not mutually exclusive and can be coordinated.

GO Virginia funding can be used as a catalyst to advance regional cooperation on site development and to advance sites "up" the tier status. Site grading, limited infrastructure development, and other final preparatory activities could be supported by GO Virginia after a site has advanced through initial stages of the Business Ready Sites Program. GO Virginia funding, along with the financial benefits provided in the Virginia Collaborative Economic Development Act, could unlock significant resources to advance the state's goal of having more shovel ready sites available for development.

Having a link to GO Virginia would also ensure both better alignment between site development (specifically, how they are designed and marketed) with the industry clusters identified as priorities in the regional growth and diversification plans and the availability of workforce to serve in new and expanding companies. Prospective sites should be evaluated and prioritized based on a demand analysis and with the understanding that not every locality will have a GO Virginia supported location, but instead, that localities should come together and act in their collective interest.

If a region considers a joint-site development project, there is already a mechanism in Virginia to aid any willing collaborative partners on joint site development – the *Virginia Regional Industrial Facilities Act*. Any two or more localities can organize to create a regional industrial facilities authority (RIFA) in accordance with the Act. The RIFA allows two or more localities to jointly invest in a site development project and share the tax revenues generated from the project. The GO Virginia Board has already established the precedent that the revenue sharing that occurs under a RIFA aligns with requirements of GO Virginia for local participation and match, and that a RIFA, or similar contractual obligation binding multiple localities, must exist in order for grant funds to be provided.

It must also be understood that GO Virginia is not the sole source of funding for site development. The Tobacco Commission has already been active in supporting megasites, and federal (USDA, EDA) and state funds (CDBG, VDOT) are also available to assist with various components of a development. GO Virginia should be the last source of funding in to close any gaps, not the seed capital to get a project initiated.

As the joint effort with VEDP moves ahead, we will be finalizing the policies related to the site development initiative.

Entrepreneurial Ecosystem

This concept refers to activities that foster the necessary elements of a thriving startup culture and "entrepreneurial ecosystem" in each region. In short, GO Virginia could be a catalyst to facilitate the development of the fundamental building blocks of such an effort, or to enhance the ones already in place that may lead to new, growing industry clusters and aligned with the broader needs and opportunities identified in the updated regional growth and diversification plans.

Over the past few months, the TEConomy team has been analyzing the entrepreneurial ecosystem in each region and has developed both a statewide implementation plan and recommendations for how to close any gaps in the existing activities at the regional level. Based on that analysis, the preliminary thinking is that each region could get a GO Virginia funded "quarterback" to better coordinate existing efforts and ensure alignment with the new initiatives as determined in each region. The goal would be to provide promising entrepreneurs a path to success through coordinated services to get their ideas to market. Using the analysis on gaps observed by the TEConomy team in each region, regions will then prioritize their needs and determine which of the various recommendations has the greatest chance of success. This will include a thorough review of existing resources and how best they can be modified and repurposed to meet the new coordinated structure.

At the same time, there is an initiative emerging from the Virginia Research Investment Committee effort on commercializing research opportunities at our public universities that has the opportunity to augment what GO Virginia believes is possible at the regional level. This initiative, which could advance bench-to-licensing efforts, support entrepreneurs in residence, more translational research, and a reorganization of the state's existing technology related programs, could build on the regional recommendations of TEConomy. Legislation and budget actions may be considered during the 2019 session on this separate, but complementary, effort.

All of these activities would then be supported through state assistance for the best commercialization efforts and a seed fund to advance the most promising business opportunities – so long as they lead to higher paying traded sector job growth. In short, these initiatives bring together the resources to identify and nurture promising business opportunities with the often lacking funds needed to get them closer to development.

In order to assist with the regional effort, it may be useful for the regional council to have an advisory committee on entrepreneurial implementation that includes local entrepreneurs and others who have successfully navigated the maze from concept to product to help vet the best project opportunities and target regional investments. The efforts of this committee would be supported by the dedicated staff and other resources provided through GO Virginia and which achieve regional priorities.

Scale Ups

An often ignored and misunderstood path to job creation and economic diversification is through the scaling up of successful small and medium sized enterprises already in a region and which are aligned with the designated growth industry clusters. By working with these companies to grow and retain them – through specific initiatives such as business mentoring, increased access to capital, enhancing access to new customers and suppliers, and other scale-up activities – Virginia's regions have the opportunity to significantly enhance their economic prospects.

In order to shape potential projects in the scale-ups area, it will be important to first differentiate these scale up activities from those provided in the entrepreneurial ecosystem effort and to outline the best ways to identify, grow, and retain these companies. Efforts could include retooling existing business recruitment, retention, and expansion activities to identify growing companies, better coordinate services provided to them, and to grow supply chains and other efforts foundational to their sustainable growth in a region.

STAFF REVIEW

Application Name:

Application Submitted:

Date of Staff Review:

Applicant:

Contact Person:

Grant Type:

Growth and Diversification Plan Strategy Area (s):

Localities Served:

Localities Participating in Project:

Other Partners and Responsibilities:

GO Virginia Request:

Match:

Source of Match:

Total Cost:

Threshold Review	Yes or No. Why?	Discussion/Questions
Does the applicant demonstrate capacity to manage the grant?		
Does the project align with GO Virginia strategies?		
Does the project carry out the goals/objectives of the Region 6 Economic Growth & Diversification Plan?		
Does the project contribute, either directly or indirectly, to the creation of higher-paying jobs for the region? What is the targeted industry and pay rate?		
Does the project have non-state source(s) of revenue at least equal to the requested GO Virginia grant? If no, is there a fiscal distress or unique economic opportunity justification for the reduced match? (In no instance will the match be less than half of the requested GO Virginia grant request.)		
Does the project have at least two participating localities, political subdivisions, or public bodies corporate and politic?		
Are the participating localities contributing at least 20%, or $50,000, whichever is greater, of the required match? (Not required for Enhanced		

Capacity Building Projects seeking administrative approval.) If no, does the project demonstrate the ability to benefit the majority of the region or region(s) and that the benefitting localities were approached but unable to financially contribute to the project? This requirement is currently waived by the GO Virginia State Board.		
Does the project outline both behavioral and anticipated tangible results that will come from the collaboration?		
Does the project demonstrate involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project?		
Does the project outline a positive ROI within 3 years?		
Will this project be completed within two years?		
Is the project sustainable after GO Virginia funds? This does not relate to ECB's.		

Summary of Application

Project Description:

Project Goal(s):

Outcomes:

Council Review Summary

Staff Considerations

COUNCIL REVIEW – ENHANCED CAPACITY BUILDING APPLICATION

Instructions: Review Staff Report and Application. Complete the check boxes on the first page of this document. Then, review the application for the key components, Regional Collaboration, Impact, Need, Timeline/Milestones, Future Implementation, and Budget. Next to each are questions. In the associated column, write how the application addresses each and then score each section. Highlight areas that you have questions or concerns.

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
REGIONAL COLLABORATION	UP TO 15 TOTAL POINTS
Participation of localities or regions within the region. Projects must have at least two participating localities. "Participation" can include financial participation, in-kind contribution, participation on a project advisory team, and/or administration of the project.	Total Points Out of 5: _____
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	Total Points Out of 5: _____
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	Total Points Out of 5: _____
IMPACT	UP TO 30 TOTAL POINTS
Project clearly defines what GO Virginia will pay for.	Total Points Out of 7.5: _____
Project clearly describes project activities.	Total Points Out of 7.5: _____
Project defines what the expected output/final products will be.	Total Points Out of 7.5: _____
Project outlines how it will lead to the creation of higher paying jobs.	Total Points Out of 7.5: _____
STATEMENT OF NEED	UP TO 10 TOTAL POINTS
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.	Total Points Out of 10: _____
TIMELINE AND MILESTONES	UP TO 5 TOTAL POINTS
Project application demonstrates a reasonable timeline for the project.	Total Points Out of 10: _____
FUTURE GRANT APPLICATION	UP TO 10 TOTAL POINTS
Discussion of how efforts will be implemented.	Total Points Out of 10: _____
BUDGET	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
TOTAL POINTS AWARDED	_____/70

COUNCIL REVIEW – IMPLEMENTATION APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	**Score each section up to the stated point value. Make notes to support rating.**
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-4	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 5-7	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	

Inventory existing grant requests or programs with similar goals to ensure the proposed project is not duplicative of, but additive to, other efforts to support economic diversification and the creation of more higher-paying jobs.	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 8-13	UP TO 20 TOTAL POINTS
Project application demonstrates that the project partners have the capability to successfully execute the project.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 15	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Demonstrate leverage above the required amounts from any source.	
TOTAL POINTS AWARDED	_____/ 100

COUNCIL REVIEW – STATEWIDE COMPETITIVE APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-6	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes and how it relates to COVID-19.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plans of all participating regions.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
In terms of interregional collaboration, how do the ROI, performance metrics, and economic impact take into consideration the varying populations of the participating localities and/or regions. For example, for urban-rural collaborations, do the calculations take into account how the project's economic impact may be proportionally greater in a locality/region with a smaller population and lower average wages?	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 7-10	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public	

and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	
Does this project align with the Economic Growth & Diversification Plan for each of the participating regions? Does the project align with any previously funded GO Virginia per capita or enhanced capacity building projects?	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 11-16	UP TO 20 TOTAL POINTS
Application has described all partner organizations involved with the implementation of the project, including the entity's role, financial or in-kind commitment, and capacity to successfully execute their duties as they relate to the project.	
Applicant has identified primary project manager(s) from each region, and how they will facilitate project implementation across regions.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET – QUESTION 17	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget.	

☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 18	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
TOTAL POINTS AWARDED	_____/ 100

COUNCIL REVIEW – ERR FAST ACCESS APPLICATION

Instructions: Review Staff Report and Application. Complete the check boxes on the first page of this document. Then, review the application for the key components, Regional Collaboration, Impact, Need, Timeline/Milestones, Future Implementation, and Budget. Next to each are questions. In the associated column, write how the application addresses each and then score each section. Highlight areas that you have questions or concerns.

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services **Does the application adequately address COVID-19 resilience and recovery efforts?** ☐ Yes ☐ No ☐ Needs clarification	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
REGIONAL COLLABORATION	UP TO 15 TOTAL POINTS
Participation of localities or regions within the region. Projects must have at least two participating localities. "Participation" can include financial participation, in-kind contribution, participation on a project advisory team, and/or administration of the project.	Total Points Out of 5: _____
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	Total Points Out of 5: _____
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	Total Points Out of 5: _____
IMPACT	UP TO 30 TOTAL POINTS
Project clearly defines what GO Virginia will pay for.	Total Points Out of 7.5: _____
Project clearly describes project activities.	Total Points Out of 7.5: _____
Project defines what the expected output/final products will be.	Total Points Out of 7.5: _____
Project outlines how it will lead to the creation of higher paying jobs.	Total Points Out of 7.5: _____
STATEMENT OF NEED	UP TO 10 TOTAL POINTS
Describe how the project aligns with the region's Economic Growth and Diversification plan, why this project should be a priority for the Regional Council, how it will help mitigate the economic impacts of the COVID-19 crisis in the short and mid-term, and how it will support regional economic resilience and/or recovery efforts.	Total Points Out of 10: _____
TIMELINE AND MILESTONES	UP TO 5 TOTAL POINTS
Project application demonstrates a reasonable timeline for the project.	Total Points Out of 10: _____
FUTURE GRANT APPLICATION	UP TO 10 TOTAL POINTS
Discussion of how efforts will be implemented.	Total Points Out of 10: _____
BUDGET	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
TOTAL POINTS AWARDED	_____/70

COUNCIL REVIEW – ERR IMPLEMENTATION APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services **Does the application adequately address COVID-19 resilience and recovery efforts?** ☐ Yes ☐ No ☐ Needs clarification	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	**Score each section up to the stated point value. Make notes to support rating.**
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-5	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes and how it relates to COVID-19.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plan.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 6-8	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	

Discussion of existing grant requests or programs with similar goals and indicate how the proposed project is not duplicative of, but additive to, other efforts to mitigate the economic impact of the COVID-19 crisis or assist in the economic recovery of the region.	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 9-14	UP TO 20 TOTAL POINTS
Project application demonstrates that the project partners have the capability to successfully execute the project.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET – QUESTION 15	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 16	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
TOTAL POINTS AWARDED	_____/ 100

COUNCIL REVIEW – ERR STATEWIDE COMPETITIVE APPLICATION

REVIEWERS: Check all goals /opportunities demonstrated in proposal. **State Goals:** ☐ Higher Paying Jobs ☐ Out of state investment ☐ Transformative project ☐ Collaboration between government, business, education, etc. ☐ Minimum two localities participating in project **Statewide Priority Investment Areas:** ☐ Workforce Development ☐ Innovation/Entrepreneurship ☐ Growing Existing Business ☐ Site Development **Region 6 Target Industries:** ☐ Aquaculture / Seafood / Commercial Fishing / Marine Industries ☐ Forestry / Wood Products / Paper ☐ Manufacturing ☐ Distribution / Logistics ☐ Information / Data Centers ☐ Professional, Scientific and Technical Services **Does the application adequately address COVID-19 resilience and recovery efforts?** ☐ Yes ☐ No ☐ Needs clarification	**Region 6 Task Force Reviewing** ☐ Workforce Development ☐ Entrepreneurship ☐ Site Development **Individual Reviewer Name:** _____ **REVIEWER FINAL SCORE: _____ / 70 POINTS** **Comments**:

SCORING GUIDELINES	Score each section up to the stated point value. Make notes to support rating.
ECONOMIC IMPACT – 35% REFER TO APPLICATION QUESTIONS: 1-5	UP TO 35 TOTAL POINTS
Project outlines project activities and relates to the project budget.	
Applicant identifies project goals, approach, and outcomes and how it relates to COVID-19.	
Project application demonstrates the proposed project's alignment with and how it will address the prioritized needs and opportunities of the growth and diversification plans of all participating regions.	
Applicant describes a realistic project timeline for the activities outlined above.	
Project application outlines the expected return on investment of the proposed project and the timeline for achieving that return. Grant requests that have a larger impact with regard to the creation of higher paying jobs and economic diversification, based on a return on investment model, in a smaller economic region shall receive higher scores.	
REGIONAL COLLABORATION – 30% REFER TO APPLICATION QUESTIONS: 6-8	UP TO 30 TOTAL POINTS
The number and percentage of localities within the region that are participating in the proposed project and the portion of the region's population represented by the participating localities. Project outlines both behavioral as well as anticipated tangible results that will come from the collaboration.	
Participation of localities or regions (including interstate collaborations) that are outside the applying region.	
Cost efficiencies, repurposing of existing funds, leveraging of existing assets, or other evidence of collaboration that can be demonstrated as a result of the proposed project.	
The amount of involvement in the project by businesses, colleges and universities, and other public and private entities within the region in the conceptualization of and the implementation of the project.	
The amount, timing, and form of the proposed project match that outlines the depth of the commitment by the public and private funding partners to the effort.	

Discussion of existing grant requests or programs with similar goals and indicate how the proposed project is not duplicative of, but additive to, other efforts to mitigate the economic impact of the COVID-19 crisis or assist in the economic recovery of the region.	
PROJECT READINESS – 20% REFER TO APPLICATION QUESTIONS: 9-14	UP TO 20 TOTAL POINTS
Project application demonstrates that the project partners have the capability to successfully execute the project.	
Applicant has identified primary project manager(s) from each region, and how they will facilitate project implementation across regions.	
Project application demonstrates that the regional council has consulted with subject matter experts regarding the efficacy and viability of the proposal.	
Project application outlines how the project may be coordinated with existing efforts in the region.	
Project application fully analyzes the barriers to successful implementation and other associated risks along with a plan to overcome them.	
Project application reviews any prerequisite activities undertaken by the collaborating parties to increase efficiency with regard to program delivery and to ensure a deeper and consistent level of support for the project once launched.	
Demonstrated ability to meet the project performance metrics and to take remedial actions in the event those measures are not achieved.	
Project application demonstrates the project partners, including the lead public or private administering entity, have sufficient financial management and personnel to ensure compliance with the grant agreement.	
BUDGET – QUESTION 15	0 POINTS
Budget reasonable and realistic for scope of project and stated efficiencies and Budget Narrative supports proposed budget. ☐ Yes ☐ No ☐ Needs clarification	
PROJECT SUSTAINABILITY – 15% REFER TO APPLICATION QUESTION: 16	UP TO 15 TOTAL POINTS
Plan for how a project will be sustained after grant funds are exhausted.	
TOTAL POINTS AWARDED	_____/ 100