



Washington Dulles International Airport

EXECUTIVE COMMITTEE

March 18, 2025

VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP AUTHORITY EXECUTIVE COMMITTEE MEETING

MARCH 18, 2026 | 3:15 PM TO 4:45 PM

**JAMES CENTER ONE, BOARD ROOM, 9TH FLOOR
901 EAST CARY STREET, RICHMOND, VA 23219**

Committee Members

John Hewa, Chair
Mimi Coles
Rick Harrell
Nick Rush

Secretary Carrie Chenery, Vice Chair
Will Sessoms
Secretary Mark Sickles
Steven Stone

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|-----------------------|---|
| 3:15 – 3:17 PM | Welcome/Call to Order – John Hewa, Chair |
| 3:17 – 3:18 PM | Public Comment Period |
| 3:18 – 3:25 PM | Approval of Minutes for December 10, 2025 Meeting <ul style="list-style-type: none">▪ Action Item – Vote to Accept |
| 3:25 – 3:35 PM | President’s Report – Jason El Koubi |
| 3:35 – 4:35 PM | CLOSED SESSION: Team Virginia; Dulles Cargo Initiative Update; FY27 Performance Metrics |
| 4:35 – 4:37 PM | Return to Open Session and Certification of Closed Meeting |
| 4:37 – 4:40 PM | Topics for Next Meeting |
| 4:40 – 4:45 PM | Closing Comments and Adjournment |

**Minutes
Executive Committee Meeting
Board of Directors of the Virginia Economic Development Partnership Authority
December 10, 2025
3:00 p.m. – 4:30 p.m.**

**901 East Cary Street
James Center One, Board Room – 9th Floor
Richmond, VA 23219**

Welcome and Call to Order

The meeting was called to order at 2:47 p.m. by Chair John Hewa.

In-Person Committee Members: Secretary Stephen Cummings, Rick Harrell, John Hewa, Nick Rush, Secretary Juan Pablo Segura, Steven Stone

Absent Members: Mimi Coles, Will Sessoms

Other Board Members present: Todd House, Pace Lochte, Connie Loughhead

Public Comment Period

Chair Hewa solicited public comments. There were none.

Approval of Minutes for June 11, 2025 Meeting

Chair Hewa asked for approval of the minutes from the June 11, 2025, Committee meeting. Upon motion by Mr. Rush, seconded by Secretary Segura, the motion was unanimously approved.

President's Report

Jason El Koubi, President and CEO, presented a brief summary of the President's Report and indicated that he would present a fuller presentation at the Board meeting on December 11, 2025. A copy of the President's Report is available in the Committee meeting materials.

Electronic Meeting Policy

Upon approval by Mr. Rush, seconded by Secretary Segura, the Executive Committee unanimously approved continuation of its current electronics meeting policy, which allows for the use of electronic meetings to the full extent authorized by the Virginia Freedom of Information Act (FOIA). Subsection D of Section 2.2-3708.3 of the Code of Virginia requires any public body that wishes to meet electronically to annually adopt an electronic meetings policy.

LEAD VEDP

Mr. El Koubi introduced Ms. Leah Huber, Learning & Development Manager. Ms. Huber discussed her instrumental role in the development and implementation of the LEAD VEDP program (*Listen, Empower, Adapt, and Develop*), which has become a key initiative supporting employee growth, leadership development, and organizational performance. Ms. Huber reported that 27 employees have graduated from the program since its inception two years ago and noted that the program has significantly strengthened participants' confidence, leadership capabilities, and overall effectiveness.

Ms. Huber introduced Jacqueline Harris, Events Director, Marketing & Communications, who successfully graduated from the LEAD VEDP program. Ms. Harris stated that the program was both challenging and transformative, pushing her beyond her comfort zone and enhancing her communication skills while strengthening her overall performance at VEDP.

Closed Meeting

A motion was made by Mr. Stone and seconded by Secretary Segura to convene a closed meeting to discuss elements of VEDP's Strategic Plan, Marketing Plan, and Operational Plan pursuant to Subdivision A 50 of §2.2-3711 of the Code of Virginia, which allows for the discussion of such activities that would reveal to Commonwealth's competitors for economic development projects the strategies intended to be deployed, thus adversely affecting the financial interests of the Commonwealth.

The motion was unanimously approved.

Certification of Closed Meeting

After the Committee reconvened in open meeting, Counsel certified the closed meeting via a roll call vote:

Do you certify that to the best of your knowledge, (i) only public business matters lawfully exempted from the open meeting requirements of FOIA were discussed in the closed session, and (ii) only such matters as were identified in the motion to go into the closed session were heard, discussed, or considered during the closed meeting?

Upon the vote:	Ms. Coles	Not present
	Secretary Cummings	Aye
	Mr. Harrell	Aye
	Mr. Hewa	Aye
	Mr. Rush	Aye
	Secretary Segura	Aye
	Mr. Sessoms	Not present
	Mr. Stone	Aye

Next Meeting and Adjournment

The next meeting of the Executive Committee will be held March 18, 2026. There being no further business, the meeting was adjourned at 4:25 p.m.

PRESIDENT'S REPORT

March 2026

TOPICS FOR TODAY

FY26 performance metrics to date

FY26 Operational Plan – progress dashboard

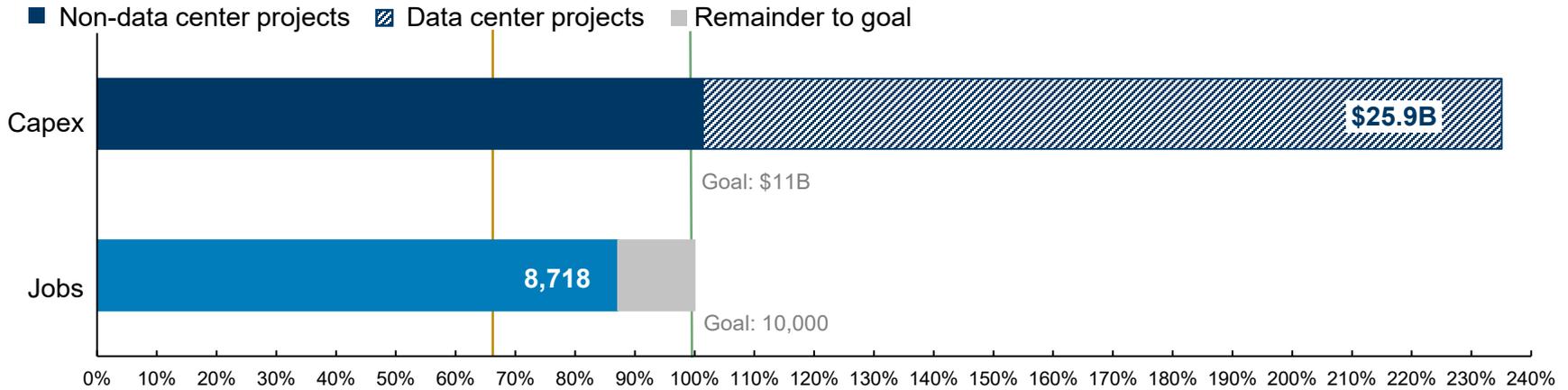
Notable developments since last meeting

Top priorities for the next few months

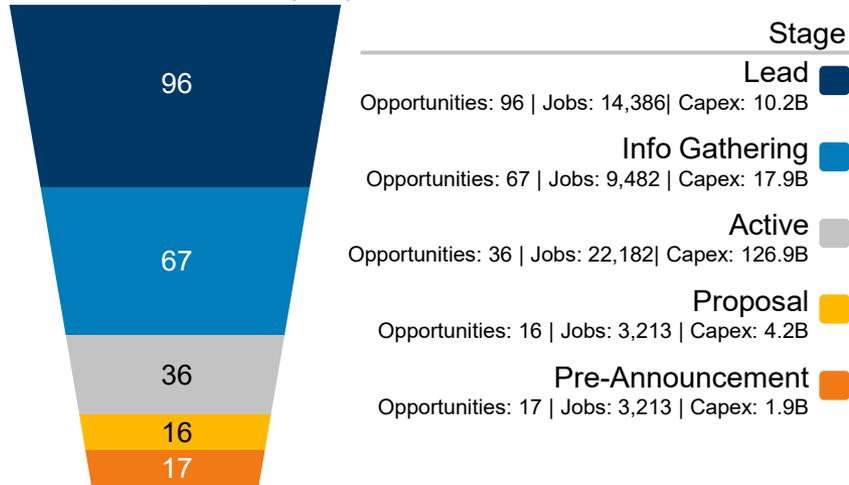
PROGRESS AND PIPELINE FOR VEDP-ASSISTED PROJECTS FY26 TO-DATE JULY 1, 2025 – MARCH 3, 2026 (69.2% THROUGH FY26¹)

VEDP-Assisted Project Decisions

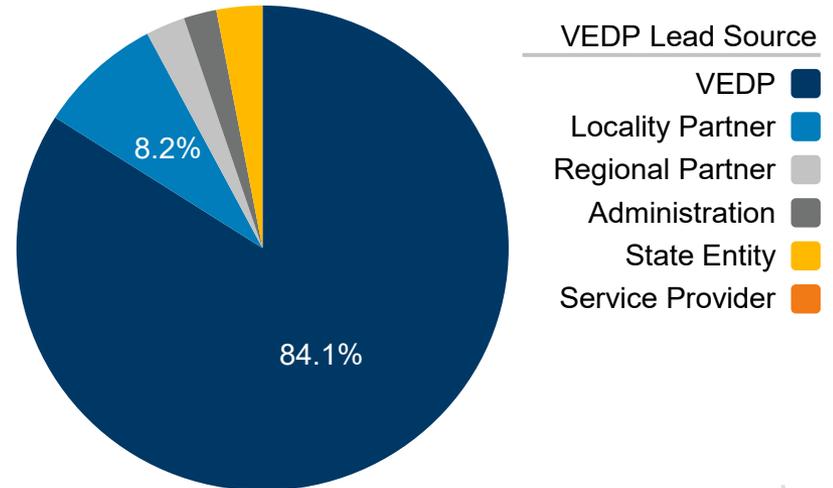
N = 51



VEDP Open Pipeline (232)



% of VEDP Leads for Open Pipeline



¹Calculated by the number of weeks (out of 52) into the fiscal year

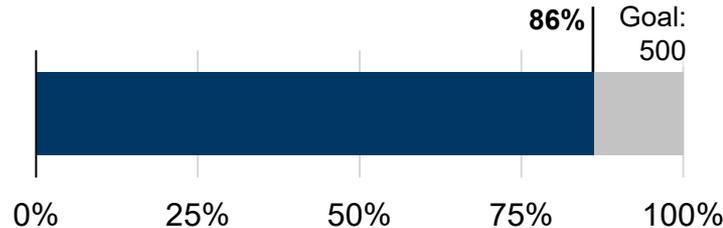
VEDP'S INTERNATIONAL TRADE DIVISION IS ON TRACK TOWARD ITS GOAL OF ENROLLING 500 COMPANIES IN FY26

International Trade Performance Metrics and Progress

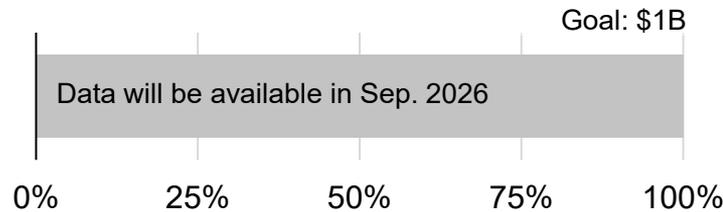
July 1, 2025 to February 23, 2026

■ Actual ■ Remainder to goal

Number of companies enrolled in VEDP's trade programs



International sales attributed to VEDP's trade programs



Trade-supported jobs from companies enrolled in VEDP's trade programs



Takeaways

86%

Progress toward enrolling 500 companies in the current fiscal year

\$2.3B

International sales attributed to VEDP's trade programs during FY25¹

20,960

Trade-supported jobs from companies enrolled in VEDP's trade programs during FY25¹

¹Source: Survey of companies enrolled in international trade programs during FY2025. Sales figures are based on self-reported estimates from participants and are not independently verified or validated with actual results. Methodology details may be found at <http://go.exportvirginia.org/methodology>

FY26 OPERATIONAL PLAN TRACKER: MAJOR INITIATIVES (1 OF 2)

Updated March 15, 2026

Major initiative	Owner (Supporters)	Status (% complete)	Progress to date
1 Strengthen Virginia's business development efforts and pipeline through enhancements to lead generation	Sniffin (Hartka, Watkins, Lead Gen Teams)	● 75%	Aligned on target industry updates, began developing new industry strategies, and kicked off FY27 lead generation calendar planning; finalized lead gen. process documents and began 3 rd party audit
2 Refine site consultant cultivation program to drive increased inbound opportunities	Hartka (Sniffin, Collins, Miller)	● 70%	Executed series of white-glove events, including the Mansion Reception, Secret Dinner with Team VA, and 14 strategic out-of-market conferences/events; engaged 86 Top 200 consultants
3 Advance ecosystem building priorities for core sectors, in partnership with key stakeholders	Sniffin (Devan, Watkins, Sector Teams)	● 70%	Kicked off Pharma Training Center collaboration and advanced a statewide strategy alignment effort with biopharma stakeholders; provided fintech regulation memo to the GA's Joint Comm. on Tech. & Science (JCOTS) to support fintech ecosystem development
4 Support policymakers, partners, and the business community in navigating uncertainty due to changes in federal policy	Hartka (Farrelly)	● 70%	Launched knowledge sharing repository on VEDP Hub (Intranet); circulated policy updates to internal stakeholders; kicked off response to Executive Order #5, focused on federal impacts
5 Improve Virginia's energy competitiveness for availability, speed to market, rates, and prospect engagement	Devan (Dreiling, Akers, Goodwin)	● 70%	Continued evaluating the economic impacts of energy-related legislation, in coordination with utilities; coordinated with Dominion to improve project-specific energy solutions and client engagement
6 Invest strategically and increase collaboration to fast-track development of Virginia's competitive site portfolio	Dreiling (Patterson)	● 70%	Updated VBRSP guidelines and date for FY26 grant round; conducted weekly outreach to communities to ensure ready applications; supported two priority companies through the Expedited Permitting process
7 Advance a comprehensive Top State for Talent strategy to drive economic growth	Healy (Melvin, O'Brien, Kang)	● 70%	Held InternshipsVA launch event, onboarded staff, and processed over 100 grant applications; conducted alignment analysis of key talent-related strategic plans of key Virginia partners

FY26 OPERATIONAL PLAN TRACKER: MAJOR INITIATIVES (2 OF 2)

Updated March 15, 2026

Major initiative	Owner (Supporters)	Status (% complete)	Progress to date
8 Execute VOEE's research agenda, including the next High Demand Occupations List	Kang	 70%	Updated high demand occupations list with the Virginia Board for Workforce Development; completed review of eligible G3 programs at community colleges; provided update on InVA metrics
9 Strengthen logistics solutions and expand air cargo and cold chain capacity	Jehu (Popoola, Watkins, Hartka)	 70%	Actively recruiting manager for Dulles Air Cargo Initiative; held recurring monthly stakeholder meetings with MWAA; finalized Cold Chain study RFP ahead of planned release in March
10 Enhance partner best practices and communicate economic development priorities to key stakeholders	Akers (Devan, Rickman, Watkins)	 80%	Developed new legislative collateral and met and briefed 34 GA members; distributed Local and Regional Competitiveness reports and held webinars and custom engagement sessions with partners
11 Solidify Virginia's reputation as a leading state for innovation through marketing, branding, and ecosystem enhancements	Welch (Polk, Watkins)	 70%	Executed campaign with Fast Company that performed above benchmark engagement targets; advanced Innovation District Study (VT) toward end of February deadline; cont. coordinating with VIPC/DHCD on Tom Tom Innovation Summit engagement
12 Enhance talent management and organizational development programs to foster a positive workplace culture and attract and retain top talent	Cox / Huber	 75%	Completed uploading technical and management competencies in Lattice; kicked off Summer Internship recruiting; kicked off Annual Career Development Conversations; completed next phase of Career Framework training (last phase in April)
13 Conduct a comprehensive update of VEDP's website to align with current priorities and tactics	Hartka (Harper)	 75%	Completed discovery and user experience strategy phases (engaged 30+ internal/external stakeholders); developed site map and wireframes to inform launch of content/design phases; first 3 pages of web redesign are in final stages ahead of March launch
14 Produce code-required update of the Strategic Plan for Economic Development of the Commonwealth	Devan (Watkins, Carroll)	 85%	Developed an updated set of strategic plan initiatives aligned with staff and stakeholder priorities; collaborating with the SOCT's office on alignment with the Governor's Economic Development Policy

NOTABLE DEVELOPMENTS SINCE OUR LAST BOARD MEETING

- Secured major FY26 **economic development project wins**, including multiple aerospace and defense projects across the Commonwealth (Avio, GRVTY, Radian Forge)
- Supported a **smooth transition to Governor Spanberger's administration** through briefings, a gubernatorial visit, support for Day One Executive Orders, and the launch of the Economic Development Policy process
- Expanded the **Virginia Leaders in Export Trade (VALET)** program to 439 lifetime graduates, with 14 companies completing the program and 12 new companies joining
- Launched the overhauled and rebranded **InternshipsVA program** and built a new team to support its implementation
- Awarded a new round of **Site Remediation Grants** through the Virginia Brownfields Restoration and Economic Redevelopment Assistance Fund and launched the FY26 grant round of the **Virginia Business Ready Sites Program**
- Made significant progress towards the update of the **Strategic Plan** for Economic Development and FY27 **Operational Plan** in coordination with VEDP staff and key partners
- Advanced **VEDP's budget and legislative priorities** during the 2026 General Assembly session
- Completed wireframes and design, initiated content development, and launched Phase I of the **VEDP website overhaul**
- Continued implementation of the **Career Framework**, including training for employees and supervisors to support competency-based career conversations

TOP PRIORITIES FOR THE NEXT FEW MONTHS

- Cultivate **high-impact economic development projects** and close out the **FY26 lead generation calendar** across all target sectors
- **Complete planning for the FY27 Lead Generation Calendar**, including new centralized process for planning Site Selection Cultivation activities
- **Continue to support the Spanberger administration's initial economic development efforts**, including the development of the Comprehensive Economic Development Policy, implementation of Executive Orders, and continuity of major initiatives
- **Continue ongoing work to update the Strategic Plan** for Economic Development (and the annual Operational Plan) in close coordination with VEDP staff and key partners
- **Drive the website project forward**; continue to hit critical deadlines, finalize design work, and scale up content production
- **Successful completion of meaningful Career Conversations** for all VEDP Staff, integrating use of Career Framework
- Deepen **Top State for Talent initiatives**, including implementation of the **InternshipsVA program** to increase employer engagement, workforce readiness, and to support talent development for all employers
- Ensure **smooth transition of the management of Team Virginia** to the new operating model, while cultivating more meaningful engagement opportunities with members
- Successful management of the **FY26 Virginia Business Ready Sites Program application process**

THANK YOU

CLOSED SESSION

CERTIFICATION OF CLOSED SESSION

TOPICS FOR NEXT MEETING