



Lewis Ginter, Richmond

EXECUTIVE COMMITTEE

June 11, 2025

A G E N D A

VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP AUTHORITY EXECUTIVE COMMITTEE MEETING

**June 11, 2024
3:30 PM - 5:30 PM**

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

- | | |
|--------------------------|---|
| 3:30 pm – 3:33 pm | Welcome/Call to Order – John Hewa, Acting Chair |
| 3:33 pm – 3:35 pm | Public Comment Period |
| 3:35 pm – 3:37 pm | Approval of Minutes for 03.06.24 Meeting |
| 3:37 pm – 3:45 pm | President’s Report – Jason El Koubi |
| 3:45 pm – 5:22 pm | CLOSED SESSION: FY26 Performance Metrics; Audit Plan;
Energy |
| 5:22 pm | Return to Open Meeting and Certification of Closed Meeting |
| 5:22 pm – 5:27 pm | Vote on Closed Session Items: <ul style="list-style-type: none">• Recommend FY26 Performance Metrics• Recommend FY26 Audit Plan |
| 5:27 pm – 5:29 pm | Topics for Next Meeting |
| 5:29 pm – 5:30 pm | Closing Comments and Adjournment |

**Minutes
Executive Committee Meeting
Board of Directors of the Virginia Economic Development Partnership Authority
March 5, 2025
3:30 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 3:30 p.m. by Chair Bill Hayter. A quorum was present

In-Person Committee Members: Mimi Coles, Rick Harrell, Bill Hayter, John Hewa, Nick Rush, Steven Stone

Absent Members: Secretary Stephen Cummings, Secretary Caren Merrick

Other In-Person Board Members: Stephen Edwards, Todd House, Pace Lochte, Connie Loughhead, Sonya Montgomery,

Public Comment Period

Chair Hayter solicited public comments. There were none.

Approval of Minutes for December 11, 2025 Meeting

Chair Hayter asked for approval of the minutes from the December 11, 2025, Committee meeting. Upon motion by Ms. Coles, seconded by Mr. Rush, 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 March 6. A copy of the President's Report is available in the Committee meeting materials.

Internal Audit Function and Contract Scope

Stephanie Agee, Chief Administrative Officer, provided an update on the internal auditor function and the scope of VEDP's current contract with FORVIS Mazars to provide those services. At its meeting earlier in the day, the Finance and Audit Committee discussed a need to refine the scope of the current audit function. Mr. Rush moved, seconded by Ms. Coles, that Rick Harrell, chair of the Finance and Audit Committee, be authorized to review and develop proposed revisions to the scope of VEDP's current internal audit function, in consultation with Forvis Mazars as appropriate, and to make recommendations to the Executive Committee at its

June meeting as to the scope of the audit for Fiscal Year 2026. The motion passed unanimously.

Closed Meeting

A motion was made by Mr. Rush and seconded by Ms. Coles 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	Aye
	Secretary Cummings	Not present
	Mr. Harrell	Aye
	Mr. Hayter	Aye
	Mr. Hewa	Aye
	Secretary Merrick	Not present
	Mr. Rush	Aye
	Mr. Stone	Aye

Next Meeting and Adjournment

The next meeting of the Executive Committee will be held on June 11, 2025. There being no further business, the meeting was adjourned at 4:45 p.m.

PRESIDENT'S REPORT

June 2025

TOPICS FOR TODAY

FY26 performance metrics to date

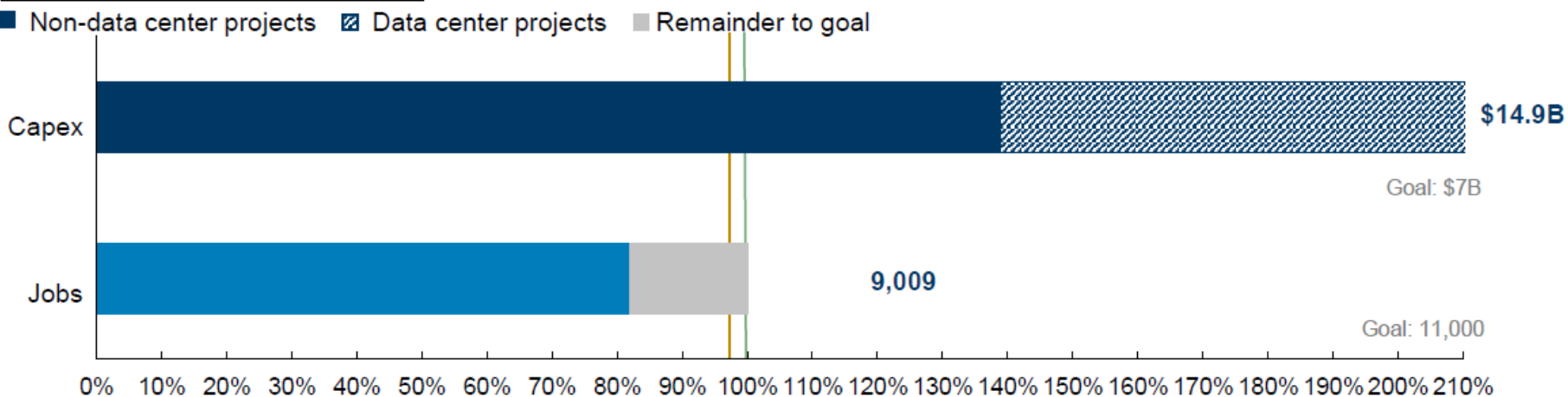
FY26 Operational Plan – progress dashboard

Notable developments since last meeting

Top priorities for the next few months

PROGRESS AND PIPELINE FOR VEDP-ASSISTED PROJECTS FY25 TO-DATE JULY 1, 2024 – JUNE 10, 2025 (96.1% THROUGH FY25¹)

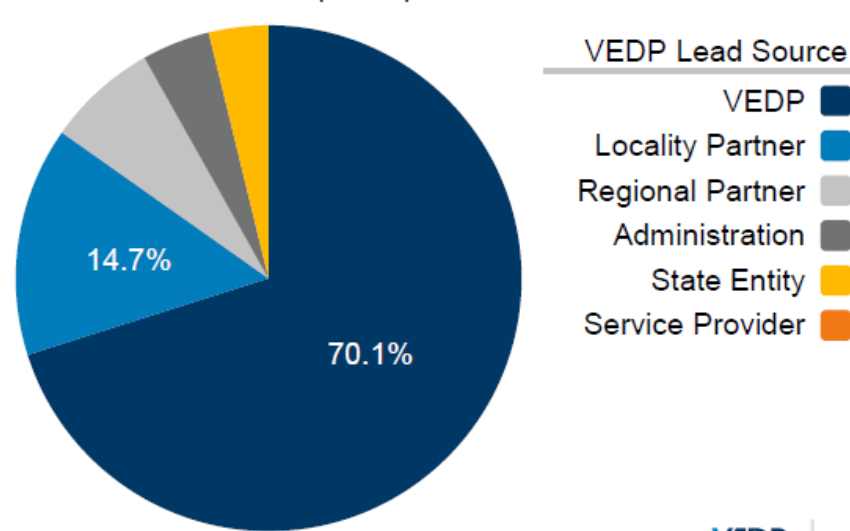
VEDP-Assisted Project Decisions
N = 75



VEDP Open Pipeline (184)



% of VEDP Leads for Open Pipeline

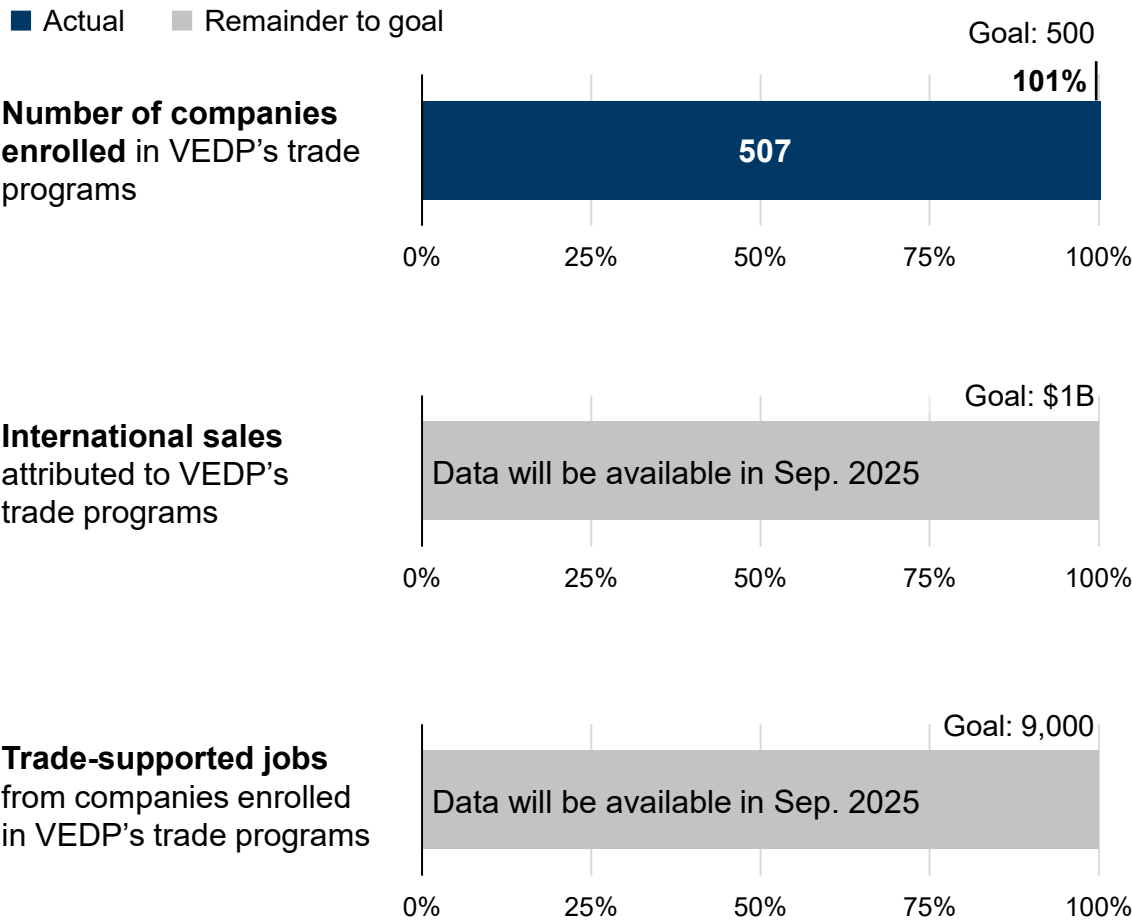


¹Calculated by the number of weeks (out of 52) into the fiscal year

VEDP’S INTERNATIONAL TRADE DIVISION HAS EXCEEDED ITS GOAL OF ENROLLING 500 COMPANIES IN FY25

International Trade Performance Metrics and Progress

July 1, 2024 to May 29, 2025



Takeaway

101%

Progress toward enrolling 500 companies in the current fiscal year







\$1.5B

International sales attributed to VEDP’s trade programs during FY24, the most recent year data is available

13,787

Trade-supported jobs from companies enrolled in VEDP’s trade programs during FY24, the most recent year data is available






FY25 OPERATIONAL PLAN MAJOR INITIATIVE UPDATES (1 OF 2)

Major initiative	Primary owner	Status (% complete)	Progress updates	Next steps
1. Enhance lead generation capabilities across core sectors and additional target industries	Sniffin (Atwal, Jehu, Welch, Miller, Begnaud)	 85%	Developed FY26 Lead Gen strategy; launched and completed the FY26 Lead Gen calendar; executed multiple major spring campaigns and events, including F&B Trail, RSA, and SelectUSA	Finalize FY26 Lead Generation campaign plans with partners and support teams; Conduct an after action on the lead generation planning process
2. Accelerate Virginia's competitiveness in core sectors through enhanced sector depth and ecosystem building	Sniffin (Atwal, Jehu, Welch, Devan, Wescott)	 90%	Hired a Business Mgr. for Biopharma and an AVP for KW; completed industry strategies; developed GA budget proposals; advanced the Dulles Cargo strategy to MOU and hiring phase	Update the process for developing and prioritizing ecosystem-building initiatives; hire staff to support the Dulles Air Cargo expansion; Backfill/hire for two open KW lead generation roles
3. Develop and execute a statewide talent retention and attraction marketing campaign [subject to funding]	Begnaud (Stuller/Melvin)	 80%	Published second chance hiring content; collaborated with Hampton Roads on their talent pilot website; developed a talent attraction and retention marketing strategy, aligning stakeholders and external partners on owned and paid tactics	Publish internship op-ed in partnership w/ VA Chamber/VA Business Higher Ed Council; hold veteran focus groups; publish QoL VER edition; implement digital pilot campaign in HR region; conduct statewide earned media pitching
4. Launch a comprehensive strategy to establish Virginia as a top state for talent to drive economic growth	Healy (El Koubi, Devan, Melvin, Begnaud)	 90%	Hired a Talent and Workforce Strategy Leader; secured VTOP business-facing internship funding (\$6M); continued coordinating with workforce partners on a common statewide workforce vision	Finalize hiring of VOEE Executive Director; develop goals and timelines to execute on plan to transition VTOP to VEDP in FY26
5. Strategically invest in Virginia's site portfolio and increase collaboration with public and private partners	Dreiling	 80%	Received 20 applications ¹ for the VBRSP site development grant; conducted virtual and in-person site tours for applicants; continued drafting VBRSP guidelines	Award site development grants; finalize VBRSP guidelines
6. Refine and enhance VEDP's site consultant cultivation program	Begnaud (Miller)	 90%	Hosted VA Consultants Forum (100 econ dev professionals, 20 consultants); added staff capacity to M&C to manage work day-to-day; executed dinner at IAMC; met with 12+ consultants at SUSA	Strategize integration of Lead Gen teams into program; finalize planning for FY26 activities

 On schedule to meet goals  Behind and/or facing challenge  May not meet goals

¹Received a total of 27 pre-applications

FY25 OPERATIONAL PLAN MAJOR INITIATIVE UPDATES (2 OF 2)

Major initiative	Primary owner	Status (% complete)	Progress updates	Next steps
7. Execute strategies for engaging local elected officials, capturing federal grants, and building rural economic development capacity	Wescott (Watkins)	 90%	Engaged over 50 partners for the Local and Regional Competitiveness Initiative (LRCI); monitored federal policy changes and communicated updates to partners and stakeholders	Finalize draft LRCI survey and reports; launch the Local and Regional Competitiveness Self-Assessment Survey in July 2025; collaborate with partner-facing teams to identify information and resources to support partners responding to federal policy changes
8. Execute VOOE's priority deliverables and launch a communications strategy to increase awareness of VOOE's insights	O'Brien	 90%	Applied methodology to identify a draft list of high-demand credentials; published two reports and a brief; began developing the next High Demand Occupations List with VWBD; finalized the SCHEV Labor Market Profile for new program approval	Begin vetting high-demand credentials with key stakeholders; continue discussions about the High Demand Occupations List with VBWD at the June meeting; begin running SCHEV Labor Market Profiles for institutions
9. Refine and accelerate VEDP's comprehensive strategy for engaging strategic partners	Wescott	 75%	Launched ELT subcommittee for partner engagement; updated partner protocols	Hire new VP of External Affairs; hire Director or MD of Partner Engagement; update partner engagement strategy
10. Implement next phase of internal Talent Management Strategy and training program for VEDP managers and leaders	Agee (Cox, Boone)	 90%	Updated the career framework guide and technical competencies; completed the summer intern schedule and prepared for their arrival on June 2nd; announced FY26 LEAD VEDP cohort; completed Career Conversations; onboarded a Performance Management Specialist	Onboard the Summer 2025 VEDP interns; kick-off second annual LEAD VEDP cohort; introduce the career framework to staff; prepare for the FY25 performance evaluation cycle; expand learning and development opportunities
11. Launch and implement new governance model for Salesforce and implement the FY25 work plan	Hartka (Heath)	 90%	Established a stable SteerCo process; continued FY25 work program including the launch of secure access for Asia offices	Continue quarterly SteerCo meetings; Complete FY25 work program and begin preparations for FY26 projects

 On schedule to meet goals
  Behind and/or facing challenge
  May not meet goals

NOTABLE DEVELOPMENTS SINCE OUR LAST BOARD MEETING

- Announced several economic development project wins, including Munters expansion (270 jobs), Delta Star expansion (300), Hitachi (120), LEGO Group (305), and Amazon (1,000+)
- Secured generally positive outcomes in the final state budget, incl. additional funding for site development (\$20M) and new internship-related responsibilities for VEDP (\$6M)
- Engaged in multiple high-profile lead generation and site consultant cultivation events with positive initial results, including Virginia Consultants Forum and SelectUSA
- Supported launch of Made in Virginia Investment Accelerator by Governor Youngkin
- Presented to House Emergency Committee on federal impacts, highlighting both immediate-term and longer-term recommendations for Virginia's economic health
- Finalized VEDP's FY26 Operational Plan and FY26 Marketing Plan (for Board vote)
- Developed FY26 lead generation strategy to drive business development efforts for the upcoming year, with a planned 40% increase in lead generation events
- Launched the Virginia International Soft Landing Support web page, providing a one-stop shop for foreign companies interested in establishing a U.S. presence
- Collaborated with Virginia Housing to review applications and award \$16.9M in workforce housing investments through their new Virginia Workforce Housing Investment Program
- Secured Megan Healy as SVP, Talent and Workforce Strategy and Lindsay Akers as VP, External Affairs; promoted Antje Abshoff to VP, Foreign Direct Investment
- Coordinated seamless leadership transition in Virginia Talent Accelerator Program, with Steve Youll assuming top leadership role effective July 1

TOP PRIORITIES FOR THE NEXT FEW MONTHS

- Cultivate high-impact economic development projects and launch FY26 lead generation calendar with 40% more events
- Kick off implementation of VEDP's FY26 Operational Plan and FY26 Marketing Plan
- Complete Virginia Business Ready Sites Program (VBRSP) grant round totaling \$40 million, plus accelerate implementation of new megasite development strategy
- Monitor evolving federal government actions and potential/actual economic impacts on Virginia, along with strategic actions to respond to related challenges and opportunities
- Further engagement with urban localities and develop recommendations for state/local partners to address commercial office challenges
- Accelerate Top State for Talent efforts in collaboration with partners, including new VEDP role in V-TOP (internships and other work-based learning)
- Develop and advance VEDP budget and policy priorities for 2026 GA session
- Analyze Internal Support Function and Annual Partner Surveys, including related action items
- Complete selection processes for VP of Economic Competitiveness and Executive Director of VOEE
- Complete annual staff performance evaluations and individual goal setting for FY26; continue implementation of Career Framework with integration VEDP Values

VIRGINIA BUSINESS 40 UNDER 40 HONOREE!

Abigail Wescott
Managing Director,
External Affairs



THANK YOU



Internal Audit Risk Assessment Report FY26

June 2025

Objective and Scope

Objective

- Our objective was to complete the annual Virginia Economic Development Partnership (VEDP) internal audit risk assessment and develop the proposed internal audit plan for FY26.
- It is important to note that the risks identified in this report do not necessarily indicate known control weaknesses. Control weaknesses can only be determined after evaluating the design and operating effectiveness of controls intended to mitigate or manage risks.

Scope

- The scope of this risk assessment includes the process areas at VEDP and the related risks. The risk ratings by process area are documented in the Process Area Risk Table.

Approach

During our work, we collaborated with VEDP to perform the following procedures:

<u>Phase 1</u> Discussed transition to process-focused risk assessment	<u>Phase 2</u> Created a survey and met with leadership to identify the highest process risks	<u>Phase 3</u> Performed an analysis of survey results and leadership interviews	<u>Phase 4</u> Established risk ratings and charted risk scores	<u>Phase 5</u> Drafted the proposed FY26 - Internal Audit Plan
We met with VEDP's Audit Committee and Leadership to explore transitioning from a functionally focused risk assessment to one centered on processes.	We developed a survey to gather insights on the most significant risks from division leaders and interviewed VEDP leadership to determine what they view as the highest process risks. Sent out 24 Surveys Interviewed four leaders	We considered and analyzed both the survey findings and insights from leadership interviews.	We assessed each process and assigned a risk score based on impact and likelihood, then ranked the results from highest to lowest.	We used the results of the risk assessment to develop a proposed internal audit plan for FY26.

Risk Scoring Criteria

Risk Scoring Criteria		
Score	Definition – Impact	Definition – Likelihood
1	Insignificant (Minor Costs and critical functions are not impaired)	Remote (0-10% Likely)
2	Low (Minor Costs with an inconvenient impact on critical business functions)	Unlikely (10-25%)
3	Moderate (Impaired critical business functions)	Possible (25-50%)
4	High (Inability to remain competitive or significant impact on strategic plan)	Likely (50-90%)
5	Major (Threats challenge the going concern status of the organization)	Probable (90-100%)

Total Risk Score

To determine the total risk score, we averaged each process area's impact and likelihood scores and then summed the impact and likelihood.

Process Area Risk Table			
Process Area	Impact	Likelihood	Total Risk Score
Lead Generation	3.75	2.75	6.50
Governance	3.75	2.70	6.45
Talent Attraction & Retention	3.25	3.11	6.36
IT Security	3.17	2.57	5.74
Fiscal Processes	3.80	1.80	5.60
Incentives	4.00	1.25	5.25
Project Management	3.00	1.67	4.67

Process Risk Description

Below is a description of each process area:

Process Area	Process Area Description
Lead Generation	Attracting businesses to Virginia and encouraging their expansion, which involves active marketing and business development activities.
Governance	A comprehensive review of the organization's governance framework, processes, and practices. Provides a valuable assessment of effectiveness and compliance with regulations, ethical standards, and best practices.
Talent Attraction & Retention	Attracting and retaining qualified candidates. Includes staff availability, succession planning, training, and the time it takes to onboard new hires.
IT Security	Safeguarding an organization's IT assets, including data, computer systems, networks, and devices, from unauthorized access, data breaches, cyberattacks, and other malicious activities.
Fiscal Processes	Managing financial operations, which includes, but limited to, the budget process, expense reimbursement, financial reporting, and payroll.
Incentives	The Commonwealth of Virginia offers an array of discretionary incentives for competitive projects evaluating a Virginia location, providing financial inducements that make good fiscal sense for all parties.
Project Management	A structured approach to planning, organizing, and managing resources to achieve specific goals within a defined timeframe and budget.

FY25 Completed Audits and Assessments

During FY25 Forvis Mazars completed the following audits and assessments:

Audits & Assessments	Date
Business Investment	Jan 2025
Incentives	April 2025
Marketing and Communications	May 2025
Virginia Office of Education Economics	May 2025
Annual Risk Assessment	May 2025

FY26 Proposed Audits and Assessments

During FY26 Forvis Mazars proposes the following audits and assessments:

Audits & Assessments	Fee	Potential Start Date
Lead Generation Audit	\$75,000	December 2025
Governance Audit	\$37,500	August 2025
Annual Risk Assessment	\$12,500	April 2026
Total	\$125,000	

Contact

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TOPICS FOR NEXT MEETING

June 11, 2025