



Omni Homestead, Bath County

EXECUTIVE COMMITTEE

December 10, 2025

VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP AUTHORITY EXECUTIVE COMMITTEE MEETING

DECEMBER 10, 2025 | 3:00 PM TO 4:30 PM

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

3:00 – 3:03 PM Welcome and Call to Order – John Hewa, Chair

3:03 – 3:05 PM Public Comment Period

3:05 – 3:07 PM Approval of Minutes for June 11, 2025 Meeting

3:07 – 3:10 PM Approval of Electronic Meeting Policy

3:10 – 3:20 PM President's Report – Jason El Koubi

3:20 – 3:40 PM Overview of LEAD VEDP – Leah Huber

3:40 – 4:10 PM CLOSED SESSION: Team Virginia

4:10 – 4:20 PM Topics for Next Meeting

4:20 – 4:30 PM Closing Comments and Adjournment

**Minutes
Executive Committee Meeting
Board of Directors of the Virginia Economic Development Partnership Authority
June 11, 2025
3:30 p.m. – 5:30 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 3:45 p.m. by John Hewa (acting chair in Bill Hayter's absence). A quorum was present

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

Absent Members: Mimi Coles, Bill Hayter

Other Board Members present: Stephen Edwards, Todd House, Pace Lochte, Connie Loughhead, Anne Oman

Public Comment Period

Chair Hewa solicited public comments. There were none.

Approval of Minutes for March 5, 2025 Meeting

Chair Hewa asked for approval of the minutes from the March 5, 2025, Committee meeting. Upon motion by Mr. Harrell, seconded by Mr. Stone, the motion was unanimously approved.

President's Report

Jason El Koubi, President and CEO, began his presentation by introducing Deputy Secretary of Commerce and Trade Michael Moran and Assistant Secretary of Commerce and Trade Luis Lopez.

Mr. El Koubi 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.

FY26 Audit Plan

By law, the Executive Committee is required to approve the internal audit plan for VEDP. The scope of the FY26 audit was discussed earlier in the day at the Finance and Audit Committee meeting, and it voted to recommend that the Executive Committee approve a governance audit

and the annual risk assessment. They recommended continuing discussion as to whether to also include a lead generation audit in the plan.

Upon motion by Mr. Harrell, seconded by Mr. Rush, the Executive Committee approved the governance audit and the risk assessment, and delayed action on a lead generation audit pending further discussion.

Closed Meeting

A motion was made by Mr. Rush and seconded by Mr. Harrell 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. Hayter	Not present
	Mr. Hewa	Aye
	Mr. Rush	Aye
	Secretary Segura	Aye
	Mr. Stone	Aye

Next Meeting and Adjournment

The next meeting of the Executive Committee has not yet been scheduled. There being no further business, the meeting was adjourned at 5:45 p.m.

APPROVAL OF ELECTRONIC MEETING POLICY

PRESIDENT'S REPORT

December 2025

TOPICS FOR TODAY

FY26 performance metrics to date

FY26 Operational Plan – progress dashboard

Notable developments since last meeting

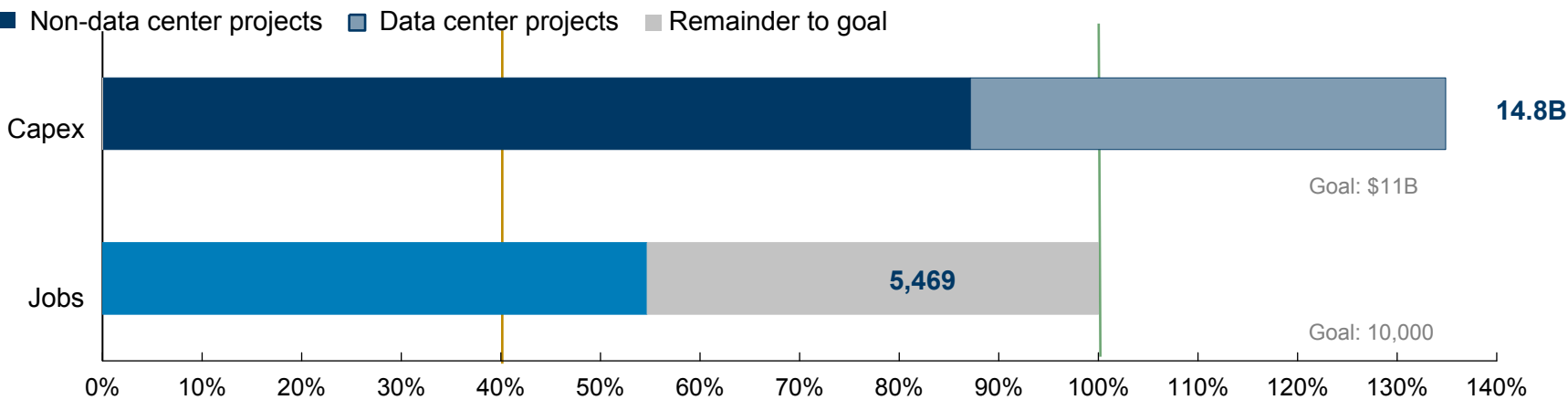
Top priorities for the next few months

PROGRESS AND PIPELINE FOR VEDP-ASSISTED PROJECTS FY26

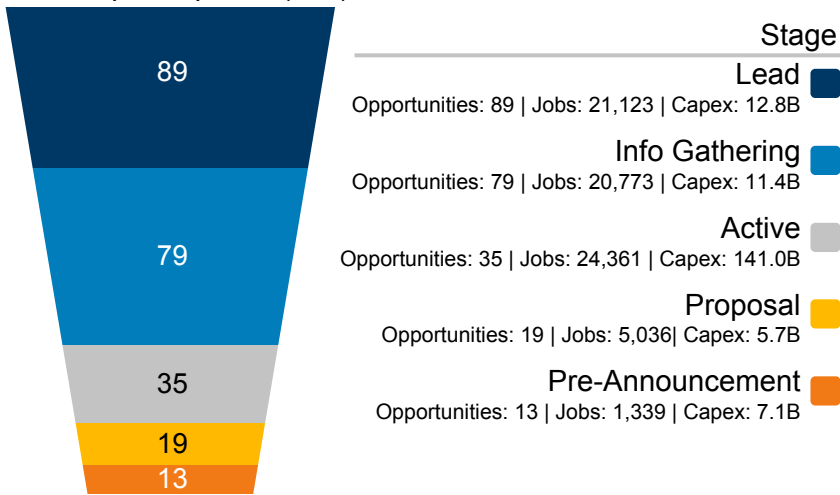
TO-DATE JULY 1, 2025 – NOVEMBER 18, 2025 (40.3% THROUGH FY26)

VEDP-Assisted Project Decisions

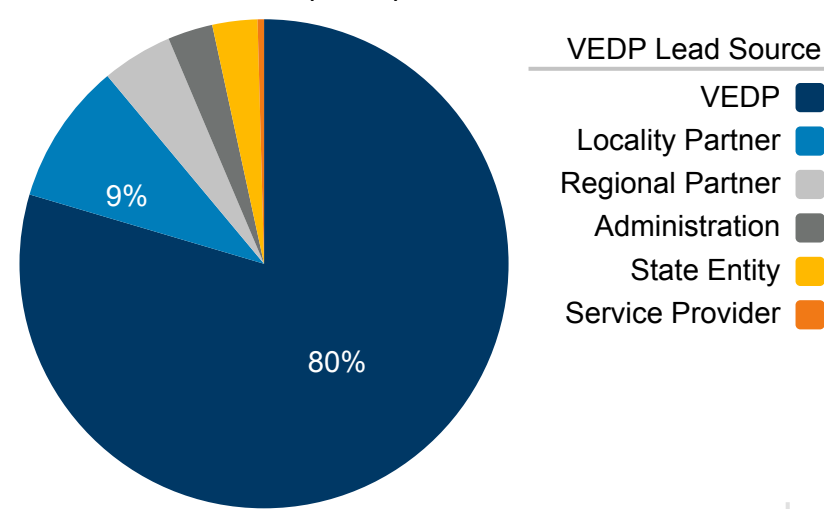
N = 33



VEDP Open Pipeline (235)



% of VEDP Leads for Open Pipeline



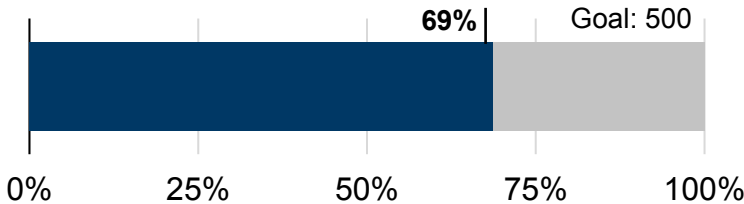
VEDP’S INTERNATIONAL TRADE DIVISION IS ON TRACK TOWARD ITS GOAL OF ENROLLING 500 COMPANIES IN FY26

International Trade Performance Metrics and Progress

July 1, 2025 to December 2, 2025

■ 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

69%

Progress toward enrolling 500 companies in the current fiscal year

\$1.5B

International sales attributed to VEDP’s trade programs during FY24¹

13,787

Trade-supported jobs from companies enrolled in VEDP’s trade programs during FY24¹

¹Source: Survey of companies enrolled in international trade programs during FY2024. 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)

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)	● 30%	Finalized business development planning handbook to document key processes for lead generation and industry strategy for the fiscal year; completed analytical phase of Target Industry Analysis
2 Refine site consultant cultivation program to drive increased inbound opportunities	Begnaud (Sniffin, Collins, Miller)	● 30%	Executed series of white-glove events i.e.: Mansion Reception, FDI event in Germany, upcoming Secret Dinner w/ Team VA, plus 11 strategic out-of-market conferences/events
3 Advance ecosystem building priorities for core sectors, in partnership with key stakeholders	Sniffin (Devan, Watkins, Sector Teams)	● 30%	Advanced ecosystem priorities, such as a \$50M federal grant application supporting VA's biopharma cluster; developed strategy and briefing materials in anticipation of administration transition
4 Support policymakers, partners, and the business community in navigating uncertainty due to changes in federal policy	Hartka (Farrelly)	● 30%	Launching knowledge sharing repository on VEDP Hub (Intranet); circulated regular policy updates to Steering Committee and other internal stakeholders; developed draft guidance on navigating policy environment
5 Improve Virginia's energy competitiveness for availability, speed to market, rates, and prospect engagement	Devan (Dreiling, Akers, Goodwin)	● 30%	Developed talking points to instill confidence in Virginia's energy future with companies and consultants; shared site data with Virginia Energy and ORNL to begin evaluating regions for energy-intensive users and generation projects
6 Invest strategically and increase collaboration to fast-track development of Virginia's competitive site portfolio	Dreiling (Patterson)	● 30%	Awarded \$40M in FY25 VBRSP grants; awarded 4 accelerated characterization grants; continued to collaborate with the Site Development Taskforce
7 Advance a comprehensive Top State for Talent strategy to drive economic growth	Healy (Melvin, O'Brien, Kang)	● 30%	Soft-launched InternshipsVA with new website; continued engaging state partners to ensure alignment with VEDP Talent strategy; advanced strategic reorganization of Talent Accelerator

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

Major initiative	Owner (Supporters)	Status (% complete)	Progress to date
8 Execute VOEE's research agenda, including the next High Demand Occupations List	Kang	● 35%	Initiated mapping of industry credentials to high-demand occupations; developed goals and metrics for Innovative Internship Program, reviewed existing dashboards and website to improve communications
9 Strengthen logistics solutions and expand air cargo and cold chain capacity	Jehu (Popoola, Watkins, Hartka)	● 30%	Onboarded new director for Dulles air cargo initiative and actively recruiting manager; held recurring monthly stakeholder meeting with MWAA; concluded internal 8-week cold chain industry study with Port of VA; drafting external RFI for targeted deep insights
10 Enhance partner best practices and communicate economic development priorities to key stakeholders	Akers (Devan, Watkins)	● 35%	Completed analysis of Local and Regional Competitiveness survey data to produce custom reports for 114 participating LEDOs/REDOs
11 Solidify Virginia's reputation as a leading state for innovation through marketing, branding, and ecosystem enhancements	Welch (Polk, Watkins)	● 35%	Advanced innovation marketing with Fast Company partnership through paid media and VIPC rebrand support
12 Enhance talent management and organizational development programs to foster a positive workplace culture and attract and retain top talent	Cox / Huber	● 30%	Completed annual evaluations and position description updates; completed phases 2-3 of Career Framework training (ongoing); continued providing learning and development programming aligned to employee needs
13 Conduct a comprehensive update of VEDP's website to align with current priorities and tactics	Begnaud (Harper, Hartka)	● 25%	Completed discovery and user experience strategy phases that engaged 30+ internal and external stakeholders; developed site map and wireframes to inform launch of content and design phases
14 Produce code-required update of the Strategic Plan for Economic Development of the Commonwealth	Devan (Watkins, Carroll)	● 30%	Engaged key economic development partners (LEDOs, REDOs, state agencies, state associations) to gauge strategic priorities; updated risk assessment for transformational goals

NOTABLE DEVELOPMENTS SINCE OUR LAST BOARD MEETING

- Secured several **major economic development project wins** for FY26, including multiple historic investments in biopharmaceutical manufacturing (VEDP core sector)
- Accelerated implementation of robust **FY26 lead generation** activities across all target sectors
- Finalized **FY25 International Trade results** with record levels of impact
- Executed multiple high-profile lead generation and **site consultant cultivation events**, incl. Team Virginia secret dinner with five top-tier site consultants
- Increased momentum on **Top State for Talent strategy**, including alignment with state and national partners and launch of **InternshipsVA** with initial staffing in place
- Secured **No. 1 rank in Area Development's Workforce Training Program category** – cementing Talent Accelerator's reputation as America's top state workforce training program
- Delivered **custom benchmarking reports** to 100+ local and regional partners through LRCI
- Made strong progress in **VEDP strategic planning efforts**, engaging staff and 80+ partners
- Executed one of VEDP's most extensive paid media campaigns to **position Virginia as an innovation hub** through a partnership with Fast Company and NOVA EDA
- Completed VEDP annual staff survey, which registered **high levels of overall staff satisfaction** (as well as targeted areas for improvement)

TOP PRIORITIES FOR THE NEXT FEW MONTHS

- Cultivate **high-impact economic development projects** (and begin planning FY27 calendar)
- **Support smooth transition** with Governor-elect Spanberger's incoming team, including alignment with economic development processes/priorities and continuity of major initiatives
- Develop **core strategies and initiatives for the updated Strategic Plan** for Economic Development in close coordination with VEDP staff and key partners
- Analyze statewide economic trends using **Local and Regional Competitiveness Initiative** data and provide guidance to partners on effectively interpreting and applying the findings
- Advance **VEDP budget/legislative priorities** with strategy for **legislative engagement**
- Drive progress on the **VEDP website redesign project**: continue to hit critical deadlines, finalize design work, and scale up content production
- **Issue RFP for a comprehensive Cold Chain study** following the successful completion of an 8-week sprint in mid-October
- Continue implementation of the **Career Framework**, including training for employees and supervisors on using the Framework and competencies in performance management

THANK YOU



LEAD Graduation 2025, Echelon Wine Bar

LEAD VEDP

Listen · Empower · Adapt · Develop

December 10, 2025



Leah Huber

Learning and Development Manager

Intern Program Manager

Organizational Development

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PURPOSE

VEDP employees want to grow, develop and build strong leadership skills that enrich and empower the greater workforce.

- Ensuring business continuity
- Building a strong leadership pipeline
- Driving organizational performance
- Enhancing employee engagement and retention
- Promoting organizational agility



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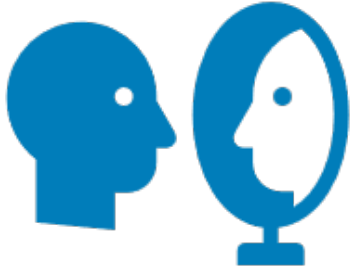
I deeply valued the honesty and self-reflection encouraged by LEAD and the coaching conversations. It's crucial to **be transparent** about my existing skillsets to **grow as a leader** and **drive real results** within my team and the agency.

– Jessi Fritz, *2025 LEAD Graduate*

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PROGRAM

LEAD ACCOMPLISHMENTS



LEADING SELF

Emotional Intelligence (EQ) & Values – creating a balance between aspects of EQ as a leader to build trust and be most effective with others

360 Degree Feedback & Communication – analyzing how others see us and applying EQ to reflect, listen and approach courageous conversations with presence



LEADING OTHERS

Wings of Hope Offsite – empowerment in practice; trusting self, others and the process while connecting with peers and giving back to the community

Situational Leadership – there is no single best style of leadership; effective leadership depends on the situation at hand and the readiness of the employee

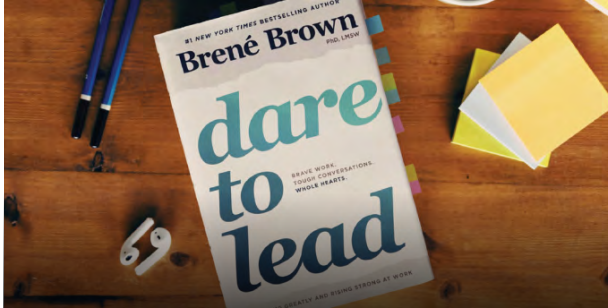


LEADING ORGANIZATIONS

Change Management – understanding change is inevitable, not always linear, and how to lead ahead and engage adopters early on and throughout the change process

Creative and Agile Leadership – in environments of increasing change and the need for creative solutions, there is a need for resilient and adaptable methods

LEAD ACCOMPLISHMENTS



Book Club

Cohorts complete scheduled readings from a chosen development book with coinciding assignments and discussions in large group sessions. The book, assignments and discussions frame key teachings from the reading as well as link them to lessons learned in the program.



Coaching

Participants engage in 4 sessions with a professional Coach to challenge themselves and develop an Individual Leadership Plan. Coaches take a forward-looking approach, characterized by flexibility, intuition, and a focus on results, to enhance participant effort, accountability, and help them strategically drive progress.



Teams

In session 1 leaders begin the Design Thinking process for their projects and break into teams based on challenges they have identified facing work-life at VEDP. They hold *at least* 6 team meetings to work on their projects, discuss course material, and connect and collaborate on how they are, or could be, applying learned leadership principles to real work situations.

TEAM PROJECTS

Each team completed a sponsored project designed to enhance VEDP's knowledge or capabilities while developing participants' leadership competencies. Projects were:

Collaborative and Strategic

- Aligned with current business goals
- Addressed gaps or new opportunities within VEDP

Feasible and Inclusive

- Manageable within the team's available resources
- Required equal contribution from all team members

Presentation Requirements

- Opportunity, offer, supporting data, expected results, and next steps
- Lessons learned and impact on future work at VEDP
- Leadership and professional goals achieved



IMPACT

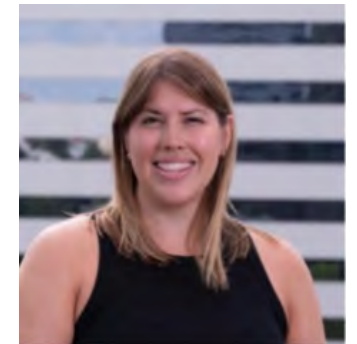
JACQUELYN HARRIS—LEAD 2024 GRADUATE



Inaugural LEAD VEDP Cohort, December 2024 Graduation

Jacquelyn Harris serves as the Events Director for VEDP's Marketing & Communications Division, with over eight years of experience in event planning and management. In her current role, Jacquelyn collaborates with internal and external stakeholders to achieve the organization's goals, including leading initiatives with core stakeholder groups like Team Virginia. She leads the execution of annual lead-generation events and manages the development and implementation of event marketing programs. Jacquelyn is also instrumental in the Site Selection Consultant Cultivation program, promoting state and regional assets to consultants through inbound tours and outbound networking events with state partners and through Team Virginia.

Throughout her career, Jacquelyn has excelled in planning and executing high-profile and large-scale events, including trade shows, conferences, and hospitality engagements, successfully showcasing her ability to create engaging and productive event experiences. A native of Roanoke County, she holds a degree from Radford University and received her Certified Meeting Professional certification through the Events Industry Council in 2020.



WRAP-UP

PROGRAM EVOLUTION





QUESTIONS?

APPENDIX

1. **LEAD Participant Feedback Matrix**
2. **LEAD 2024 Graduate Bios**
3. **LEAD 2025 Graduate Bios**
4. **LEAD 2024 Executive Summaries**
5. **LEAD 2025 Executive Summaries**

TOPICS FOR NEXT MEETING