



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

AGENDA
VIRGINIA GROWTH AND OPPORTUNITY BOARD GOVERNANCE AND POLICY COMMITTEE

Tuesday, March 11, 2025

11:30 a.m.

[Virtual Link](#)

Location:

**Library of Virginia
800 E. Broad St.
Richmond, Virginia**

- | | | |
|------|---|---------------|
| I. | OPENING | |
| | a. Call to order | Chair |
| | b. Introduction of New Member | Chair |
| | c. Roll Call | Cody Anderson |
| | d. Public Comment | Chair |
| II. | Consent Agenda – Action Item | Chair |
| | a. Approval of May Meeting Minutes | |
| III. | Staff Report | Cody Anderson |
| | a. JLARC Recommendations Roadmap and Reorganization | |
| | b. Status Update and Memo – Local Match Requirements | |
| | c. Status Update and Memo – Increasing the Planning Grant Limits | |
| | d. Status Update and Memo – Growth and Diversification Plan Updates | |
| IV. | Bylaws Update | Cody Anderson |
| | a. Updated Bylaws and Memo | |
| V. | Information Item | Cody Anderson |
| | a. Board Membership Turnover Report | |
| VI. | ADJOURNMENT | Chair |

2025 Meeting Schedule
June (virtual meeting) – TBD
September (in-person) – September 9
December (virtual meeting) - TBD



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VIRGINIA GROWTH AND OPPORTUNITY BOARD GOVERNANCE AND POLICY COMMITTEE

May 22, 2024

8:00 AM

Virtual Meeting

Members Present

Jim Cheng
The Honorable Stephen Cummings
Jim Dyke
Heywood Fralin
Kenneth Johnson
Emily O'Quinn
Todd Stottlemeyer

Members Absent

Nancy Howell Agee
Senator L. Louise Lucas
Delegate Luke Torian
Pia Trigiani

Call to Order

Ms. Emily O'Quinn, Chair of the Virginia Growth and Opportunity (GO Virginia) Board Governance and Policy Committee, called the meeting to order.

Roll Call

Mr. Cody Anderson, GO Virginia Program Administrator for the Department of Housing and Community Development (DHCD), called the roll and stated that a quorum was present.

Public Comment

Ms. O'Quinn opened the floor for public comment.

No members of the public appeared before the Committee for the public comment period.

The public comment period was closed.

Consent Agenda

Ms. O'Quinn presented the meeting minutes of the March 22, 2024 meeting of the Committee for approval as part of the consent agenda.

A motion was made by Mr. Johnson and seconded by Mr. Dyke to approve the consent agenda. The motion passed.

Staff Report

Mr. Anderson provided a brief overview of the staff proposed amendments to Board Policy #4 – Traded Industry Sector Definition to the Committee.

A motion was made by Mr. Dyke and seconded by Mr. Fralin to adopt the recommended Board Policy #4 to be recommended to the full Board at the June 4th meeting. The motion passed.

Mr. Anderson provided the Committee with a brief overview of staff progress toward updating GO Virginia guidance materials to reflect clarifications around high-wage job eligibility. Mr. Anderson noted that a full suite of changes to the guidance materials is on track to be released at the beginning of fiscal year 2025.

Mr. Anderson provided the Committee with an overview of the proposed roadmap for the completion of the review of recommendations that resulted from the 2023 JLARC Report on GO Virginia, noting that the proposed schedule should result in the conclusion of review and action on recommendations by the end of calendar year 2024.

JLARC Recommendations Discussion

Chair O’Quinn recognized GO Virginia Program Manager Shara Gibson to provide an overview of staff planning efforts toward the fall GO Virginia Board Retreat.

Ms. Gibson described the tentative schedule for the Retreat, noting that the chosen dates are September 9th and September 10th in Danville. Ms. Gibson stated that the Retreat schedule includes committee meetings on September 9th and a full Board business meeting on September 10th.

Discussion Items

Chair O’Quinn introduced a discussion item regarding the value of funding youth entrepreneurship initiatives through GO Virginia requests. After discussion, the Committee recognized the value of youth entrepreneurship initiatives, however, these initiatives do not provide the short-term measurable outcomes expected from GO Virginia projects.

Information Items

Mr. Anderson provided the Committee with an overview of the upcoming GO Virginia State Board term expirations, as well as a brief overview of new legislative members that joined the Board over the course of the first two quarters of calendar year 2024.

Mr. Anderson also provided the Committee with an overview of two Board Policy updates to Board Policy #11 and Board Policy #13, noting that these changes are designed to reflect parity with State Code changes that resulted from the 2024 General Assembly Session. If approved by the full Board on June 4th, these policy updates will go into effect on July 1, coinciding with the effective start date of the enrolled legislation.

Adjournment

The meeting was adjourned.



Memorandum

TO: GO Virginia Governance and Policy Committee Members

FROM: DHCD Staff

RE: JLARC Recommendations Review Roadmap

DATE: 03/11/2025

BACKGROUND:

On December 10, 2023, the Joint Legislative Audit Review Commission released its report on the [Growth and Opportunity Virginia \(GO Virginia\) Program](#). This report culminated in sixteen recommendations as well as two additional policy options. At the December 11, 2023 meeting of the GO Virginia Board, Board leadership announced the intention of dividing consideration of the JLARC recommendations amongst three of the Board's committees: the Program Performance and Evaluation Committee, the Governance and Policy Committee, and the Healthcare Taskforce.

REORGANIZATION OF RECOMMENDATION DELEGATION AND REVIEW STATUS:

Throughout 2024, the Program Performance and Evaluation Committee, the Governance and Policy Committee, and the Healthcare Taskforce met several times each to review and consider the recommendations put forward in the JLARC report. Over the last several months, the remaining recommendations have been reviewed and delegated responsibility for review of some recommendations have changed. The accompanying spreadsheet details the remaining recommendations and any changes to review responsibilities.

Recommendation Number	Recommendation Language	Current Committee Assignment	Recommended Committee Assignment	Staff Recommendation	Status
3	The GO Virginia Board should amend the GO Virginia bylaws to assign responsibility for the review of outcome calculation methods and outcome data verification to staff at the Department of Housing and Community Development.	Program Performance and Evaluation Committee	Program Performance and Evaluation Committee	Staff requests that the committee review its existing process and procedures and make recommendations for improvement, if warranted.	IN PROGRESS: This recommendation was included as a preliminary discussion item during the August 19, 2024 meeting of the Program Performance and Evaluation Committee. Staff anticipates that this item will be discussed in-depth at a Spring meeting of the Committee.
4	The GO Virginia Board should develop and implement a policy to assess the long term impact of individual projects and the GO Virginia program as a whole, including which information should be collected to facilitate this long-term assessment. The board's actions should proceed under the guidance of its new project [program] evaluation committee and with the assistance and input of Department of Housing and Community Development staff and regional council support staff.	Program Performance and Evaluation Committee	Program Performance and Evaluation Committee	Staff recommends an annual survey of subgrantees and a 3rd party evaluation of closed projects on a determined cycle. Resources will be needed to conduct this evaluation.	IN PROGRESS: This recommendation was included as a preliminary discussion item during the August 19, 2024 meeting of the Program Performance and Evaluation Committee. Staff anticipates that this item will be discussed in-depth at a Spring meeting of the Committee. Staff anticipates holding a workgroup of stakeholders to discuss the most effective way to address long term impact of the program prior to the Spring meeting. A report to the Board on these findings and potential action will likely occur at the March or June meeting of the Board.
8	The GO Virginia board should either eliminate or reduce the local match requirement for all grants.	Governance and Policy Committee	Governance and Policy Committee	The Committee should consider the memo which describes "meaningful local participation" and the description in code "Regional activity" means an economic or workforce development-focused collaborative project or program that is (i) endorsed by a regional council, (ii) consistent with the economic growth and diversification plan developed by the regional council, and (iii) carried out, performed on behalf of, or contracted for by two or more localities, political subdivisions, or public bodies corporate and politic within a region. There is a Local Match Waiver process in place.	IN PROGRESS: This item will be discussed at the March 11 meeting of the Governance and Policy Committee. A memo detailing the history of the local match requirement alongside a discussion of how recent legislation reducing total match also intrinsically reduced local match will be presented. The corresponding staff recommendation on this item will be not to take action unless future data suggests total match reductions are not sufficiently reducing barriers to access to the GO Virginia fund. The Board has approved a local match waiver process which provides relief for local governments unable to contribute.
10	The GO Virginia board should eliminate the requirement that all projects show a positive Return on Investment (ROI) to the state to be eligible for GO Virginia funding.	Governance and Policy Committee	Program Performance and Evaluation Committee (previously Governance and Policy Committee)	Current guidance states that projects that have a positive ROI will be viewed more favorably, but acknowledges the long term nature of GO Virginia funded projects. Staff recommends ROI be calculated by an independent third party for all awards that exceed \$1M and that the Board consider the adopted Core Performance Measures and related outcomes in project contracts as sufficient evidence of "economic impact". (See Recommendation 12)	IN PROGRESS: Initial discussions on this item is scheduled to take place at the Spring meeting of the Program Performance and Evaluation Committee. This will be an introductory conversation without a staff-recommended action. It is important to note that having a positive ROI is not an eligibility requirement of the GO Virginia program and is instead an evaluation tool. Staff anticipates holding a workgroup of stakeholders to discuss the relevance of the current ROI model prior to the Spring meeting. A report to the Board on these findings and potential action will likely occur at the June meeting of the Board.

12	The GO Virginia board should revise its policies to clarify that only grant applications that would require a significant investment of state funds are required to include an estimated return on investment (ROI). The ROI should be tailored to each project and calculated by experienced professionals using established methodologies, and the costs should be paid for by the GO Virginia program out of its existing fund balances.	Governance and Policy Committee	Program Performance and Evaluation Committee (previously Governance and Policy Committee)	Current guidance states that projects that have a positive ROI will be viewed more favorably, but acknowledges the long term nature of GO Virginia funded projects. Staff recommends ROI be calculated by an independent third party for all awards that exceed \$1M and that the Board consider the adopted Core Performance Measured as sufficient evidence of "economic impact".	IN PROGRESS: Initial discussions on this item is scheduled to take place at the Spring meeting of the Program Performance and Evaluation Committee. This will be an introductory conversation without a staff-recommended action. It is important to note that currently, the program requires a 3rd party ROI evaluation of any project seeking to access the GO Virginia Competitive fund, which includes an eligibility requirement of "extraordinary economic opportunity". A positive ROI is not an eligibility criterion but serves as an evaluation tool. Staff anticipates holding a workgroup of stakeholders to discuss the relevance of the current ROI model before this meeting. Staff anticipates holding a workgroup of stakeholders to discuss the relevance of the current ROI model prior to the Spring meeting. A report to the Board on these findings and potential action will likely occur at the June meeting of the Board.
16	The GO Virginia board should revise its policies to allow regions to award up to 25 percent of their annually allocated per capita funds for planning grants and raise or eliminate the \$100,000 per grant limit.	Governance and Policy Committee	Governance and Policy Committee	Staff will review the planning grant activity for each region (including those that moved forward to implementation) and bring forward a recommendation. If the Board approves of a change, staff recommends creation of a new Board Policy.	IN PROGRESS: This item will be discussed at the March 11 meeting of the Governance and Policy Committee. It is expected that DHCD staff will develop a survey for the Regional Support Organizations to detail grants that have been achieved as a result of planning efforts, both through GO Virginia implementation grants and other funding opportunities. Based on the data received in this survey, DHCD staff anticipates bringing this item before the Governance and Policy Committee at their June 10 meeting, with a corresponding recommendation based on the data collected.
Policy Consideration 2	The GO Virginia board could revise its policies to allow smaller organizations, which meet criteria specified by the board, to receive a portion of their GO Virginia award at the start of the grant period.	None	Governance and Policy Committee (previously unassigned)		IN PROGRESS: This recommendation will be discussed at the June 10 meeting of the Governance and Policy Committee.



Memorandum

TO: GO Virginia Governance and Policy Committee Members

FROM: DHCD Staff

RE: JLARC Recommendation #8 – Local Match Policy

DATE: 03/11/2025

BACKGROUND:

As part of the 2023 JLARC Report regarding the GO Virginia Program, the Commission adopted a series of recommendations. Specifically, recommendation 8 recommended that the Board eliminate or reduce local match requirements for all grants.

The specific language of recommendation #8 reads as follows:

“The Code requires GO Virginia grants to be matched 1:1 with funding from non-state sources, and the board added a further requirement that a portion of the match must come from local sources. Lowering GO Virginia’s match requirements would likely result in greater utilization of grant funds. The match requirements for regional per capita grants, which account for most GO Virginia grants, were temporarily reduced from FY21-FY23 in response to the COVID-19 pandemic and local match was temporarily dropped. During this period, GO Virginia funded 22 percent more per capita projects, and the average grant size was twice as large.”

Local match policy has evolved considerably since the GO Virginia program’s inception:

October 9, 2018: At the direction of the GO Virginia State Board, DHCD staff issued a memorandum on local match requirements, noting:

“All GO Virginia Per Capita and Competitive grants must be matched \$1:1 by non-state resources such as federal, private, non-profit, and local entities. Those matching funds should include a local contribution of not less than 20% of the required \$1:1 match, or \$50,000, whichever is greater.”

April 17, 2020: The GO Virginia State Board relaxed match requirements by adopting Board Policy #11, which reduced total match from 1:1 and waived local match requirements, citing fiscal distress caused by the COVID-19 pandemic. This policy was extended on September 22, 2020, March 16, 2021, and April 21, 2022.

June 13, 2023: Board Policy #11 was amended and readopted, returning the match policy to \$1:1 with 20% of the required match for projects required to come from localities. Requirements of a \$50,000 minimum local match contribution were removed, and an objective local match waiver was implemented to provide additional flexibility to the regions.

July 01, 2024: Legislation adopted by the General Assembly as part of the 2024 Session reduced the legal match requirement for the GO Virginia fund from \$1:1 to \$2:1. This change is consistent with JLARC's policy option #1, *"The General Assembly could amend § 2.2-2489 of the Code of Virginia to change the match requirement for GO Virginia grants to being at least equal to half of the grant amount."*

June 04, 2024: The State Board adopts an amended version of Board Policy #11 (with a delayed enactment date of July 01, 2024), making Board policy regarding total match requirements consistent with the upcoming legal requirement changes to the Fund. The language regarding the local match in that policy reads:

*"GO Virginia projects require the participation of two or more localities and implementation projects shall require that **20% of the total match be contributed by partnering localities.**"*

Because the total match changes from 1:1 to 2:1 were implemented by the General Assembly, this also intrinsically reduced the local match requirements for implementation projects by half as well.

Attachments to this memo include the most recently adopted version of Board Policy #11, the local match waiver form endorsed by the Board, and the original memorandum detailing local and total match requirements at the onset of the program.

Staff Recommendation:

The GO Virginia program has established eligibility criteria that two or more localities be participants in any given project. Financial support for a GO Virginia proposal is the strongest demonstration of participation and commitment by a locality, however, it is understood that not every locality has the capacity to provide financial assistance and that other forms of participation are sufficient to support needed economic development projects. With this in mind, the GO Virginia State Board's adoption of the amended Board Policy #11 created an objective waiver for local match requirements to ensure that fiscally challenged localities can participate and benefit from the GO Virginia program.

With the match waiver process in place and the evolution of total match requirements that have recently occurred, staff recommends the Committee take no action at this time.



Memorandum

TO: GO Virginia Governance and Policy Committee Members

FROM: DHCD Staff

RE: JLARC Recommendation #16 – Increasing Planning Grant Limits

DATE: 03/11/2025

BACKGROUND:

As part of the 2023 JLARC Report regarding the GO Virginia Program, the Commission adopted a series of recommendations. Specifically, recommendation 16 recommended that the Board amend its policy on planning grant caps by modifying the total amount allowed for planning efforts from the current cap of \$250,000 a year for all regions and adjust the maximum amount for an individual planning grant from the current cap of \$100,000.

The specific language of recommendation #16 reads as follows:

“The GO Virginia board should revise its policies to allow regions to award up to 25 percent of their annually allocated per capita funds for planning grants and raise or eliminate the \$100,000 per grant limit.”

The GO Virginia State Board initially adopted Board Policy #3 in 2018, establishing two rules regarding use of regional per capita allocations for planning grants. First, the Board limited the amount of resources that any Region could allocate in a single fiscal year for planning to \$250,000. It was envisioned that a small subset of the Regional allocations could be utilized as a pipeline development tool for future implementation projects while also keeping a majority of the regional funds focused on implementation efforts. The second was to limit the amount of state funds that an applicant could request for a single planning effort to \$100,000. Board Policy #3 can be found attached to this memorandum.

As part of the review process for this JLARC recommendation, DHCD staff intends, with guidance from the Committee, to review planning grants that have been awarded through GO Virginia, and determine if these efforts have had a meaningful impact on achieving future implementation projects. Since program inception, there have been 115 planning grants awarded for a total of \$8,969,002. When reviewing these awards, there are a number of variables to consider as part of this analysis:

- 1) What is the reasonable amount of time between a planning effort and the lead into an implementation effort?
- 2) Is it reasonable to account for potential future implementation projects based on GO Virginia planning grants (e.g. a planning grant that was completed in 2022 that has an implementation application and effort in incubation for a potential 2025 implementation)?
- 3) Should planning effort to implementation pipelines be implied (e.g. data from a planning grant report were utilized in another effort) or direct (e.g. a specific recommendation from a planning effort is addressed with a follow-up implementation application)?
- 4) Is it appropriate to account for implementation projects that are directly connected to a GO Virginia planning grant but that are implemented via another source (e.g. a planning grant leading to a successful application to a Federal or other State program)?

Staff Recommendation:

Staff recommends developing a specific survey for the GO Virginia Regional Council's support organizations to complete in partnership with their past subgrantees. The recommended format of the survey could include the following:

- 1) A list of GO Virginia Planning efforts awarded to the Region that is limited to those projects that have closed no later than 2023 with notes of implementation efforts that were awarded by GO Virginia.
- 2) A solicitation to confirm whether any of the listed projects have led to implementation projects directly connected to a planning grant recommendation that was funded through programs outside of GO Virginia (e.g. awards from Federal or State programs or implementations funded through private fundraising means).
- 3) A solicitation to determine if there are any implementation applications directly connected to a recommendation from a closed planning effort that are in the regional pipelines that the supporting organization anticipates submitting for State Board approval in the next 12 months.

Staff would launch the survey over the course of the next several months and return to the Committee at the Summer meeting to share results and a recommended course of action to consider.



VIRGINIA INITIATIVE FOR
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Board Policy #3

TITLE: Administrative Approval Process for Grants under \$100,000 from Regional Per Capita Grant Allocations

EFFECTIVE DATE: 12/10/24

AUTHORITY: § 2.2-2486 - §2.2-2487 of the Code of Virginia

POLICY STATEMENT: It is the policy of the Virginia Growth and Opportunity Board that each Regional Council will have the option to receive administrative approval for up to \$250,000 of its Regional Per Capita grant funds each fiscal year with a limit of \$100,000 per project.

To receive administrative approval, the Regional Council must submit planning grant application for administrative approval to DHCD. An application considered for administrative approval must comply with all existing [planning grant guidance](#) and [match policies](#). Administratively approved planning grants shall not require local match but must demonstrate [meaningful participation](#) from two or more localities.-At each Board meeting, DHCD staff will present a summary of all administrative approvals granted during the interim between meetings.

APPROVAL AND REVIEW: This Board policy was reviewed and approved on 02/13/2018 and amended on 12/10/2024.

SUPERSESSION: N/A

DHCD DIRECTOR: Bryan Horn



Memorandum

TO: GO Virginia Governance and Policy Committee Members

FROM: DHCD Staff

RE: JLARC Recommendation #15 – Growth and Diversification Plan Reviews and Updates

DATE: 03/11/2025

BACKGROUND:

As part of the 2023 JLARC Report regarding the GO Virginia Program, the Commission adopted a series of recommendations. Specifically, recommendation 15 recommended that the Board adopt a formal policy that defines a cycle for full and lighter reviews of regional growth and diversification plans.

The specific language of recommendation #8 reads as follows:

“Regional councils are statutorily required to review these plans every two years, but the board and DHCD determine what this review entails. In 2019 and 2021 reviews, councils undertook large-scale efforts, including contracting with consultants to update and analyze data and conducting extensive stakeholder outreach. For the 2023 review, the board and DHCD recognized such an extensive effort was not needed and allowed councils to undertake less intensive reviews.”

As noted by JLARC, DHCD implemented a streamlined interim review process in 2023. This process met the requirement of a review required by the Code of Virginia, while also recognizing that a less administratively taxing interim review provides sufficient utility to the regions. This interim review process was positively received by the regions and their support organizations.

DHCD has held several input sessions with the regional support organizations tasked with the development and review of the growth and diversification plans. These input sessions have focused on the JLARC recommendation of a formalized cycle of full reviews and interim reviews. These input sessions were utilized by staff to determine the needs of the supporting organizations and to determine how DHCD can provide resources and share best practices that will streamline a full review of the plans while reducing the administrative burden of the reviews. The end result of these meetings was creation of administrative guidance, which has formalized the process of alternating full review and interim review cycles.

Staff Recommendation:

Staff recommends moving forward with the adoption of this recommendation via an endorsement of the attached administrative guidance document.



2025 Economic Growth and Diversification Plan Full Review Guidelines

Section I: GO Virginia Program Intent and Growth and Diversification Plans

The goal of the GO Virginia program is to facilitate regional collaboration and to grow and diversify the economy by supporting projects that lead to growth in traded industry clusters that drive the production of higher-wage jobs. As defined by [Board Policy #4](#), a traded industry cluster is an industry sector(s) where the majority of goods and services are sold or have the potential to be sold outside the Commonwealth of Virginia. Programs and projects recommended by the Regional Councils and approved by the GO Virginia State Board shall be consistent with the strategies and targeted industry clusters outlined in the Regional Economic Growth and Diversification Plans.

The Virginia Growth and Opportunity Act establishes that each Regional Council is required to develop an Economic Growth and Diversification Plan to (i) promote private-sector growth and opportunity in the region; (ii) identify issues of economic competitiveness for the region, including gaps in education and skills required to meet existing and prospective employer needs within the region; and (iii) outline strategies that the collaborating business, education, and government entities in the region will pursue to expand economic opportunity, diversify the economy, and align workforce development activities with the education and skills needed by employers in the region. According to [§ 2.2-2489 of the Code of Virginia](#), each Regional Council must review its Plan at least every two years while receiving grants from the GO Virginia fund.

For the required 2025 Full Review, each Regional Support Organization shall submit a draft amended Economic Growth and Diversification Plan to DHCD no later than **September 15, 2025**, for DHCD staff review and feedback. The final Plan must be approved by the Regional Council and submitted to DHCD no later than **October 31, 2025**, for consideration at the December 2025 GO Virginia State Board meeting.

In compliance with the Code of Virginia, DHCD requires biennial reviews of each Region's Economic Growth and Diversification Plan. These biennial reviews take the form of alternating Full Reviews and Interim Reviews. The overall goal of a Full Review is to conduct a comprehensive analysis of all aspects of the Plan with an eye toward near-term economic acceleration opportunities as well as investments in longer-term economic growth strategies. The Plan shall demonstrate an understanding of the economic challenges and opportunities associated with localities encompassed in the Region as well as their population demographics.



The Economic Growth and Diversification Plan is intended to describe specific goals and actionable strategies that will produce measurable results over a two-year period. Additionally, the plan should consider how these efforts can be coordinated and sustained over a 5 to 10-year horizon, and the broad steps to be taken in four GO Virginia investment strategies: workforce development, start-up ecosystems, site development and infrastructure, and cluster scale-up.

Councils must engage a broad range of stakeholders in the Full Review process. Councils should demonstrate stakeholder participation in the plan review process from local and regional economic development organizations, education and workforce training partners, planning district commissions, nonprofits, community groups, workforce boards, as well as coordinators of regional entrepreneurial activities.

Councils are encouraged to approach their reviews with consideration for other regional economic development and workforce development plans, including those developed by regional economic development organizations and planning district commissions.

Section II: Full Review Plan Elements

At a minimum, an Economic Growth and Diversification Plan Full Review should include the following activities and plan activities/elements:

1. EVALUATE THE PERFORMANCE OF YOUR REGIONAL ECONOMY: Regional Councils must evaluate the performance of their regional economy, with a focus on the performance of their previously identified targeted industry clusters. This review shall consider at least the past five years' economic performance and generally result in a comprehensive assessment of the region's economic conditions,.

DHCD will provide a JobsEQ data package to support this effort and allow for analysis of the items noted below; however, Regional Councils may elect to use additional data sources, as well as quantitative and qualitative analysis, or prepare their own data for review. Throughout **October and November 2024**, DHCD staff will hold meeting(s) with the Regional Council's supporting organization to discuss and determine the specific data needs for the Full Review cycle. DHCD staff will provide these data packages no later than **January 31, 2025**.

Such evaluation shall reflect on the following:

- a. Employment growth across all sectors
- b. Wage growth across all sectors
- c. Employment growth in targeted traded industry sectors
- d. Wage growth in targeted traded industry sectors
- e. New business formation activity (source will be provided by DHCD)
- f. New business formation in targeted traded sector industries (source will be provided by DHCD)



- g. Economic development announcements (new and expanding businesses) (source: VEDP website/announcements)
- h. VEDP Site Inventory Data (source: VEDP)

2. A SITUATIONAL ANALYSIS FOR EACH TARGETED INDUSTRY SECTOR: The identification of targeted sectors or clusters must be centered on empirical data, and aligned with realistic results based on the region’s economic drivers.. Each Regional Council should assess its current targeted sectors, as well as any potential new targeted sectors identified in the data analysis.

Regions are encouraged to conduct a situational analysis that identifies strengths, weaknesses, opportunities, and threats to the future economic performance of each sector. Regional Councils should approach this activity with consideration for GO Virginia’s four priority investment strategies. Regions should also review their current inventory of sites relative to their targeted traded industry sectors to inform and prioritize future site investments.

This analysis must be informed and validated by business leaders and other stakeholders.

3. SKILLS GAP ANALYSIS FOR YOUR TARGETED INDUSTRY SECTORS: Evaluate labor requirements and regional capacity to train workers, with a particular focus on reaching historically underserved populations. Update the previously identified workforce gaps in the availability of immediately employable talent in the targeted sectors or clusters. The prioritization of workforce gaps to be addressed will serve as guidance to the Regional Council and Board in the evaluation of future funding decisions. If a gap exists in a newly identified target sector, identify current efforts to address this gap, being specific as to the skills/credentialing/experience/education required, and whether these efforts are adequate to address the shortage and to support long-term growth. Councils are encouraged to collaborate with workforce development boards and other workforce/education system stakeholders.

4. IDENTIFICATION OF PLAN GOALS AND ACTIONABLE STRATEGIES: Review the priority goals and strategies in your plan and refine them using the information and data gathered previously. Map your active project portfolio against these strategies, including those in your project pipeline.

Use the GO Virginia program’s four priority investment strategies as a framework to describe the newly prioritized and proposed activities and longer-term efforts that will advance the goals of the GO Virginia Program and the Regional Economic Growth and Diversification Plan.

Councils should identify a framework for the evaluation of efforts and the progress made toward the implementation of the Economic Growth and Diversification Plan. For example, each strategy shall identify one or more measures of performance that will indicate progress towards achieving the Plan goals.



5. IDENTIFY STRATEGIC PARTNERS FOR COLLABORATION: The plan review shall identify opportunities for collaboration or complementary efforts for each of the strategies outlined in the Plan. Councils must identify organizations and other non-GO Virginia activities that could/should collaborate to support the goals of the Plan.



Memorandum

TO: GO Virginia Governance and Policy Committee Members

FROM: DHCD Staff

RE: GO Virginia Board Bylaws

DATE: 03/11/2025

BACKGROUND:

At the September 12, 2023 meeting of the GO Virginia State Board, the Board adopted updated bylaws that made a number of changes to the Board's structure. These changes included the following:

- a) Creation of a new leadership model that includes an elected Chair of the Board, two elected Vice-Chair positions (Vice Chair of Program Evaluation and Vice Chair of Regional Councils), and a Chair of Governance and Policy, to be appointed by the Board Chair.
- b) Creation of three new Board committees: a) the Program Evaluation Committee chaired by the Vice Chair of Program Evaluation, b) the Regional Councils Committee chaired by the Vice Chair of Regional Councils, and b) the Governance and Policy Committee.
- c) Redefinition of leadership terms to two year terms with the option to be reelected to a subsequent one year term.

Attached to this memo is an updated draft of the bylaws. Proposed changes include the following:

- a) Updating the membership section to increase the number of members on the GO Virginia State Board from 24 to 25 and increasing the number of Cabinet members the Governor may appoint to the Board from 3 to 4. This change is reflective of legislative changes that took place during the 2024 General Assembly session.
- b) Updated the name of the Program Evaluation Committee to the Program Performance and Evaluation Committee, which better reflects the role of the Committee in reviewing the overall performance of the program.
- c) Removed language that makes membership on committees an appointed duty by the Chair and added language that clarifies that membership on each committee is accepted on a volunteer basis.
- d) Altered the leadership structure to state that the Vice Chair of the Program Performance and Evaluation Committee shall serve in the capacity of Chair in the event that the Chair of the Board is not in attendance at a full board meeting. The bylaws were also reordered to move the Program Performance and Evaluation Committee description ahead of the Regional Council Committee (reflecting the order in which the Vice Chairs are described later in the bylaws).
- e) Changed the committee structures to remove the Chair and each Vice Chair as automatic

ex-officio members of all committees. Note that Board leadership, may on a volunteer basis, continue to serve on each committee should they so choose.

- f) Removed Article IX, which described requirements for Regional Council composition as well as setting the terms for Council members. Regional Councils are separate bodies governed by their own bylaws. In addition, Regional Council composition is specifically set for by the Code of Virginia.

Staff Recommendation:

The process for updating Board bylaws requires the Board to view the proposed changes and approve them at a second Board meeting no sooner than 30 days from the initial viewing. The Board must approve the bylaws by a 2/3 affirmative vote. Staff recommends the Committee consider these changes and vote to move these bylaw updates to the full Board for viewing at the March 11, 2025 meeting.

VIRGINIA GROWTH AND OPPORTUNITY BOARD BYLAWS

ARTICLE I NAME

The name of the board is the Virginia Growth and Opportunity Board, hereinafter referred to as GO Virginia or Board.

ARTICLE II AUTHORIZATION

The Board was established pursuant to Title 2.2, Chapter 24, §§ 2.2-2484 through 2.2-2490 of the Code of Virginia (2016), as amended.

ARTICLE III LOCATION

The Office of the Board shall be in the Department of Housing and Community Development. Regular meetings of the Board will occur at designated locations in the Commonwealth.

ARTICLE IV POWERS AND DUTIES

The Board shall have all rights, powers and duties bestowed by and be subject to the limitations and restrictions set forth in the Code of Virginia or the Appropriations Act.

Board business shall be conducted in accordance with the Virginia Freedom of Information Act (FOIA) and the Virginia Conflict of Interest Act (COIA) unless exempt pursuant to §2.2-3711. A.48 of the Code of Virginia.

ARTICLE V MEMBERSHIP

Section 1 Number, Appointment and Confirmation: (As established in the Code of Virginia, §2.2-2485 B)

The Board shall consist of twenty-four (~~24~~25) members; fourteen (14) nonlegislative citizen members: two (2) appointed by the Governor not subject to confirmation by the General Assembly, eight (8) appointed by the Governor subject to confirmation by the General Assembly, two (2) appointed by the Speaker of the House of Delegates, and two (2) appointed by the Senate Committee on Rules; seven (7) legislative members, and three (~~3~~4) Cabinet Secretaries appointed by the governor to serve ex-officio terms.

Section 2 Term: (As established in the Code of Virginia, §2.2-2485 C)

Members appointed by the Governor and the General Assembly shall serve for terms not to exceed four years and no nonlegislative member shall serve more than two successive full terms. The legislative members and Cabinet Secretaries shall serve terms coincident with their terms in office. No member appointed by the Speaker of the House of Delegates shall serve more than four successive two-year terms and no member appointed by the Senate Committee on Rules shall serve more than two successive four-year terms.

ARTICLE VI COMMITTEES

Section 1 Standing Committees

The Board shall establish 4 standing committees: Executive Committee, Regional Council Committee, Program Performance and Evaluation Committee, and Governance and Policy Committee.

(a) Executive Committee

Members of the Executive Committee shall be the Chair, Vice Chairs, and the Chair of the Governance and Policy committee. The Board Chair shall serve as Chair of the Executive Committee. The Executive Committee shall identify and set agenda items and propose and implement Board strategy.

(a) Program Performance and Evaluation Committee

The Program Performance and Evaluation Committee shall ensure that projects approved by the GO Virginia Board are meeting Board established criteria and are consistent with the GO Virginia mission by conducting a semiannual review of funded projects; assessing program performance, ensuring contract compliance of projects; and identifying projects that are scalable. The Vice Chair for Program Evaluation will Chair the Program Performance and Evaluation Committee. Any member may serve on the Program Performance and Evaluation Committee on a volunteer basis.

(a)(b) Regional Council Committee

The Regional Council Committee shall be responsible to develop strategies to ensure communication between the Board and Regional Councils and create synergy among the GO Virginia regions by inviting feedback; sharing information on project focus and purpose; and ensuring that Regional Councils are briefed on direction and strategies for implementing the GO Virginia mission. The Vice Chair for Regional Councils will Chair the Regional Council Committee. Any member may serve on the Regional Council Committee on a volunteer basis.

(b)(c) Governance and Policy Committee

The Governance and Policy Committee is responsible for establishing and implementing a policy

for development of Board members; developing Board member orientation programs and periodic Board retreats; and developing recommendations to the Governor on policy matters consistent with the GO Virginia mission. The Chair shall appoint a Board member to serve as Chair of the Governance and Policy Committee. Any member may serve on the Governance and Policy Committee on a volunteer basis.

Section 2 Other Committees

The Board may, from time to time, establish other committees to consider specific issues and provide guidance to the Board.

Section 3 Appointment and Removal

The Chair shall appoint the Chair of the Governance and Policy Committee and any other committee as provided in Article VII Section 2 of the Bylaws. The Chair may remove a committee Chair or committee member at any time.

ARTICLE VII OFFICERS

Section 1 Election of Officers

The Board shall ~~elect~~ hold elections for the Chair, the Vice Chair for Regional Councils, and the Vice Chair for Program Performance and Evaluation at the first meeting of each fiscal year, as applicable. Legislative and ex-officio Board members shall not serve as Chair or Vice Chair. The Chair and Vice Chairs may serve a single two-year term that may be renewed for an extended term of one additional year.

Section 2 Duties of the Chair

The Chair shall preside at all meetings of the Board at which the Chair is present and shall vote as any other member. ~~The Chair shall make appointments to Board committees as appropriate and in accordance with statute. Members may request appointment to certain committees, but appointment is solely the responsibility of the Chair. The Chair shall appoint a chair of each committee annually following the election of officers.~~ The Chair may call special meetings as necessary and shall in general act as the Board's spokesman and perform such other duties as the Board may direct. ~~The Chair shall be an ex-officio member of all standing committees.~~

Section 3 Duties of the Vice Chair for Program Performance and Evaluation

The Vice Chair for Program Performance and Evaluation shall, in the absence of the Chair, ~~and the Vice Chair for Regional Councils,~~ have authority to perform all duties and exercise all powers of the Chair and shall perform other duties as the Board may direct. ~~The Vice Chair for Program Evaluation shall be an ex-officio member of all standing committees.~~ The Vice-Chair for Program Performance and Evaluation shall be charged with conducting annual reviews of funded projects to assess program performance, ensure programmatic

compliance, and identify projects that are scalable in accordance with Board policy. The Vice-Chair for Program Performance and Evaluation shall Chair the Project-Program Performance and Evaluation Committee.

Section 4 Duties of the Vice Chair for Regional Councils

The Vice-Chair for Regional Councils shall be charged with coordination and oversight of the work of Regional Councils. The Vice Chair for Regional Councils shall be charged with development of strategies to ensure communication between the Board and Regional Councils, shall create synergy among the Regions, shall invite feedback from Regional Councils, share information on project focus and purpose, and ensure that Regional Councils are briefed on direction and strategies for implementing the GO Virginia mission. The Vice-Chair for Regional Councils shall Chair the Regional Council Committee.

Section 5 Designation of a Secretary

The Director of the Agency that has fiduciary responsibility for the Growth and Opportunity Fund shall serve as Secretary to the Board. The Board may designate and select someone else to serve as Secretary and to serve in that capacity as well.

Section 6 Duties of the Secretary

The Secretary shall attend all meetings of the Board, keep a record of proceedings, and notify members of all meetings. In general, the Director shall perform all duties incident to the office of Secretary and may also perform or direct Department staff to perform such other duties as may be assigned by the Board. The Secretary is responsible for drafting the annual report on behalf of the Chair.

~~ARTICLE IX ——— REGIONAL COUNCIL MEMBERSHIP COMPOSITION~~

~~*Section 1* ——— Terms of Office and Leadership Succession~~

~~——— No member of the Regional Councils shall serve more than two consecutive four-year terms. The Chair and Vice-Chair are elected members of the Regional Council and serve terms established in the Regional Council bylaws. Leadership succession plans should be formalized and prescribed within the Council bylaws. The Chair must be a citizen member from the Region with significant private sector experience.~~

~~*Section 2* ——— Council Composition~~

~~——— Regional Councils shall be composed of no more than thirty members including at least one representative from each of the following categories: (i) the education sector, including school divisions, community colleges, and public institutions of higher education; (ii) the economic development sector; (iii) the workforce development sector; (iv) local government; (v) planning district commissions; (vi) nonprofit organizations.~~

ARTICLE X COMPENSATION

Legislative members of the Board shall receive such compensation as provided in § 30-19.12, and nonlegislative citizen members shall receive compensation as provided in § 2.2-2813 for the performance of their duties. All members shall be reimbursed for all reasonable and necessary expenses incurred in the performance of their duties as provided in §§ 2.2-2813 and 2.2-2825.

ARTICLE XI MEETINGS

Section 1 Regular Meetings

Regular meetings may be held as determined by the Board; the Board must meet at least quarterly. Committee meetings will be held as needed at a time and place agreed to by the Board. The meeting notice of time, location and purpose shall be given to all Board members at least 30 days prior to the date of meeting. The Board will provide for public participation as directed by the Code of Virginia.

The Board will adhere to the Freedom of Information Act (FOIA) and the Conflict of Interest Act (COIA) except as exempted pursuant to §2.2-3711. A.48 of the Code of Virginia.

Section 2 Special Meetings

Special meetings may be called by and at the discretion of the Chair or shall be called by the Chair upon petition of three other Board members. At least 3 days' notice must be given to all Board members in writing or by telephone stating the time, place and purpose of the special meeting.

Section 3 Agenda

The Secretary, in consultation with the Chair, will prepare an agenda for distribution to the members prior to the regularly scheduled meetings. Any member may place an item on the agenda by providing notice to the Secretary fifteen days prior to the regular meeting. During a regular meeting of the Board and upon approval by a quorum of the Board, items not appearing on the agenda may be discussed under New Business and may be acted upon by the Board during the meeting or placed on the agenda for Board action during a later meeting.

ARTICLE XII QUORUM

A majority of the members of the Board shall constitute a quorum. Any decision by the Board shall require an affirmative vote of a majority of the members of the Board present and voting.

ARTICLE XIII PARLIAMENTARY PROCEDURE

In all matters of procedure not specifically covered by these By-Laws, the most recent

edition of Roberts Rules of Order shall be observed.

ARTICLE XIV AMENDMENTS

These bylaws may be amended by a two-thirds (2/3) affirmative vote of the total members of the Board at any regular meeting. Action on amended bylaws may not take place at the meeting in which they are introduced. Action on amended bylaws shall take place a minimum of thirty days after proposed amendment introduction. The Bylaws shall be amended to conform to statutory requirements as required.



Memorandum

TO: GO Virginia Governance and Policy Committee Members

FROM: DHCD Staff

RE: Upcoming Expiring Terms and Board Membership Turnover Report

DATE: 03/11/2025

RECENT MEMBER RESIGNATION

House of Delegates Citizen Member Appointees:

William Holtzman, 07/16/2024 – Resignation

UPCOMING EXPIRING TERMS:

Gubernatorial Appointees:

Leah Fremouw, Expiration 06/30/2025 – Eligible for Reappointment

Todd Stottlemeyer, Expiration 06/30/2025 – Ineligible for Reappointment

RECENT BOARD APPOINTMENTS:

Gubernatorial Appointees:

Reggie Aggarwal (New Appointment)

Fouad Qreitem (New Appointment)

The Honorable Bryan Slater (New Appointment)

Jim Cheng (Reappointment – First Full Term)

House of Delegates Citizen Member Appointees:

Joel Griffin (New Appointment)

FULL BOARD ROSTER:

Name	Member Type	GOVA Region	Expiration of Current Term	Seat Requirements
Gubernatorial Appointees:				
Sec of Finance - Steve Cummings	ex-officio voting member	n/a	Coincident w/ office term	One of four Secretaries from Ag & Forestry, Commerce & Trade, Education, Finance, and Labor; ex-officio
Sec of Commerce and Trade - Caren Merrick	ex-officio voting member	n/a	Coincident w/ office term	One of four Secretaries from Ag & Forestry, Commerce & Trade, Education, Finance, and Labor; ex-officio
Sec of Labor – Bryan Slater	ex-officio voting member	n/a	Coincident w/ office term	One of four Secretaries from Ag & Forestry, Commerce & Trade, Education, Finance, and Labor; ex-officio
VACANT	ex-officio voting member	n/a	Coincident w/ office term	One of four Secretaries from Ag & Forestry, Commerce & Trade, Education, Finance, and Labor; ex-officio
Leah Fremouw	non-legislative citizen member	4	6/30/2025	significant private-sector business experience
Todd Stottlemyer*	non-legislative citizen member	4	6/30/2025	significant private-sector business experience
Kenneth Johnson	non-legislative citizen member	7	6/30/2026	significant private-sector business experience
John King	non-legislative citizen member	8	6/30/2026	significant private-sector business experience
Nancy Howell Agee*	non-legislative citizen member	2	6/30/2027	significant private-sector business experience
Emily O’Quinn	non-legislative citizen member	1	6/30/2027	significant private-sector business experience
Cliff Fleet	non-legislative citizen member	5	6/30/2027	significant private-sector business experience
Jim Cheng	non-legislative citizen member	9	6/30/2028	significant private-sector business experience
Reggie Aggarwal	non-legislative citizen member	7	6/30/2028	significant private-sector business experience
Fouad Qreitem	non-legislative citizen member	7	6/30/2028	significant private-sector business experience
Virginia Senate Appointees:				
Benjamin J. Davenport Jr. *	non-legislative citizen member	3	4/11/2027	Appointed by the Senate Committee on Rules from different regions of the Commonwealth with significant private-sector business experience

Heywood W. Fralin*	non-legislative citizen member	2	4/11/2027	Appointed by the Senate Committee on Rules from different regions of the Commonwealth with significant private-sector business experience
Virginia House of Delegates Appointees:				
Jonathan M. Peterson	non-legislative citizen member	7	11/4/2026	Appointed by the Speaker of the House from different regions of the Commonwealth with significant private-sector business experience
Joel Griffin	non-legislative citizen member	6	01/20/2029	Appointed by the Speaker of the House from different regions of the Commonwealth with significant private-sector business experience
Virginia Senate Members:				
L. Louise Lucas	Senate Member - ex-officio	5	Coincident w/ office term	Chair of Senate Finance and Appropriations Committee
Creigh Deeds	Senate Member	9	Coincident w/ office term	Member of the Senate appointed by the Senate Committee on Rules
Ryan McDougle	Senate Member	4	Coincident w/ office term	Member of the Senate appointed by the Senate Committee on Rules
Virginia House of Delegates Members:				
Don Scott	House Member	5	Coincident w/ office term	Member Appointed by the Speaker of the House
Luke Torian	House Member	7	Coincident w/ office term	Chair of the House Committee on Appropriations
Terry Kilgore	House Member	1	Coincident w/ office term	Member of the House appointed by Speaker of the House
Michelle Maldonado	House Member	7	Coincident w/ office term	Member of the House appointed by Speaker of the House
*Not Eligible for Reappointment				