



FRA board approves Strategic Goals

The Board of Directors of the Fredericksburg Regional Alliance (FRA) has established challenging strategic goals for the organization for the next three years. They were unanimously approved at the Feb. 22 board meeting.

The goals support the mission of the public/private economic development marketing partnership to provide "a single source of comprehensive demographic, economic, and commercial real estate information for the City of Fredericksburg and the counties of Caroline, King George, Spotsylvania and Stafford, Virginia."

"Based on what we learned from the recent Industry Cluster Analysis and the recommendations outlined in the organizational audit performed by the VEDA Cardinals, we are confident that the Strategic Plan will not only challenge the organization, but will monitor it's progress against the goals set forth in the new marketing and organizational metrics.", said Chairman Kent Farmer.

"The FRA is now able to track more data on where the inquiries are coming from and is able to use that information to help coordinate our marketing calendar", said President Curry Roberts.

The Alliance's strategic goals are organized into four categories:

Business Attraction and Expansion

- Aggressive marketing through traditional and non-traditional channels

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- Identify national target markets for marketing efforts
- Coordinate marketing calendar of State/Regional activities with local offices
- Work with the Virginia Economic Development Partnership (VEDP), site consultants & commercial realtors to identify new business opportunities
- Provide custom, timely & accurate information on the FredRegion for clients
- Continue outreach to state decision-makers

Strengthen Regional Capacity

- Offer economic, labor market and commercial real estate information vital to existing businesses and local governments
- Continued engagement with UMW Center for Economic Research (Commuter Study, FredRegion economic reporting)
- Partner with Germanna Community College Workforce Training to engage employers to help identify workforce needs
- Explore marketing to businesses and services that enhance entrepreneurial efforts
- Provide annual coordination on UMW's Transformation 20/20 objectives
- Enhance feedback loop on business, economics and workforce trends with educational institutions and local businesses

Collaborate with Fredregion Partners to Enhance Competitiveness

- Promote Fredregion with federal government decision-makers
- Promote to the community the benefits of regional economic development and marketing to compete for jobs
- Work with public and private sector to identify regional issues and solutions

Organizational Development

- Offer internship opportunities to UMW and Germanna students who are majoring in business, economics or related fields
- Develop and share information with investors about the local economy, trends and economic development issues
- Finalize and report against metrics
- Strengthen relationships with localities, EDA's, organizations and businesses in the region
- Ensure continued leadership and consistent operations
- Offer staff development opportunities
- Continue to be good stewards of resources and develop new resources
- Develop policies relative to operating and reserve fund balances
- Enhance relationships with investors and increased investment opportunities to fund the organization
- Plan and allocate the organization's five-year goal of a \$1 million annual budget
- Engage the Board of Directors and stakeholders
- Create a governance handbook for the organization
- Achieve and maintain a greater diversity on the board relative to geographic and industry representation
- Deepen and promote the relationship with UMW
- Explore access to 501(c)3 entity

During the strategic planning process, other local business leaders joined the FRA board in assessing the external and internal factors that will affect the alliance's future success.

The leaders agreed that the key to the Alliance's future vitality will include advocacy/marketing/outreach, service/product improvements/ metrics, financial support and

a larger investor base.

Woody Richardson, an associate professor in the UMW Department of Business, facilitated the environmental analysis.

Welcome new board members and investors

Please join the Alliance in welcoming four individuals to the Fredregion Board of Directors. They include:

- Clay Forehand, Supervisor, Madison District, Caroline County Board of Supervisors
- Richard Granger, Supervisor, James Madison District, King George Board of Supervisors
- Tim McLaughlin, Supervisor, Chancellor District, Spotsylvania County Board of Supervisors
- Jarrott Patteson, Fredericksburg Market President, BB&T

The Alliance extends its gratitude to the following individuals who completed their board service:

- Wayne Acors, former Caroline County Supervisor
- Joe Grzeika, former King George County Supervisor
- Ann Heidig, former Spotsylvania County Supervisor
- Nate Wood, former Fredericksburg Market President, BB&T



Clayton Forehand



Richard Granger



Tim McLaughlin



Jarrott Patteson

Board committees named for 2016

At its last meeting, the Alliance Board of Directors made committee assignments for the year.

Executive Committee: Board Chair Kent Farmer, Vice Chair Linda Worrell, Treasurer and Secretary Lloyd Harrison, Jack Cavalier and Rick Hurley.

Finance Committee: Lloyd Harrison, John Neal, Mary Katherine Greenlaw, Richard Granger and Jarrott Patteson.

Investor Relations and Organizational Marketing Committee: Linda Worrell, Ben Thompson, Sam Proctor, Charles Payne Jr., Tim McLaughlin and Clayton Forehand.

Nominating Committee: Amanda Talbert, Dr. Michael McDermott, John Neal, Charles Payne Jr. and Dr. David Sam.

Interest in FredRegion grows

Inquiries about the region, visits to the FredRegion website, requests for research and outreach increased during the first half of Fiscal 2016 compared to the same period the previous year.

Activity	FY 2016 (July-December)	FY 2015 (July-December)
Total Project Inquiries	20	12
VEDP Project Inquiries	6	8
Direct Communication to FRA About Potential Projects	14	4
FRA Website Sessions	10,251	9,636
FRA Staff Research Assistance	224	108
Direct Mail/Phone Calls/ Email Solicitation	6585	2084
Prospect Meetings, Networking Events	149	213
Visits to the Region	4	10
Site Visits	3	11
Re-Visits	1	7

It is important to note that not all economic development projects are in the same phase of their location decisions, meaning not all companies are ready to begin making in-person visits to our region. However, the Alliance is achieving its goal of refilling the project pipeline with a healthy mix of early stage and mature economic development projects, which provides a longer, more stable flow of activity.

Alliance schedules marketing trips to introduce FredRegion

Fredregion will be showcased to leaders in several targeted industries in the coming months. These events provide a platform for Alliance staff to schedule presentations with representatives from numerous companies interested in expanding or relocating.

The upcoming marketing trips include:

- SEDC "Meet the Consultants," Atlanta, March 28-April 1
- Independent Marketing Trip to Florida, April 11-15
- Craft Brewers Conference, Philadelphia, May 2-6
- Defense Communities National Summit, Washington, D.C., June 1
- Independent Marketing Trip to D.C./Maryland, June 13-16

FredRegion competes for expansion of West Coast Breweries

By Curry Roberts
FRA President

Fredericksburg Regional Alliance (FRA) will focus this year on putting Fredregion's attributes before site consultants and industry prospects who specialize in distribution, skilled manufacturing, data and call centers.

Among ongoing activities, we are scheduled for a marketing trip around a site consultant conference in Atlanta in March and we are partnering with the Virginia Economic Development Partnership (VEDP) at the Defense Communities Summit in June.

With the location of Stone Brewing in Richmond and Green Flash Brewery in Virginia Beach, Virginia is quickly becoming a hub for West Coast breweries locating production facilities on the East Coast. This expansion is driven by increasing demand for authentic, craft brewed product, Virginia's business climate and central location and a growing collaborative environment between the existing brewers already here.



Attracting business to a region is a highly competitive process. The rule of thumb is you have to touch 70 projects to get one to announce it's locating in your area. With that in mind, the Fredregion was a finalist this past year for a brewery that will soon announce its intention to locate elsewhere in the state. Ultimately we couldn't provide them an existing building, which was their preference.



But not all is lost nor should we give up on recruiting a growing craft brewer. FRA and the developer learned a lot about this industry and we have a very attractive area to present to other beer makers. We have linked the property owner with a builder who has experience building breweries and they are developing marketing material to distribute to West Coast brewers.

Fredregion's location, workforce and demographics make us particularly attractive for a growing brewer. We are also partnering with VEDP and will participate with five of our sister alliances from Virginia at the National Craft Brewer's Conference in Philadelphia in June.

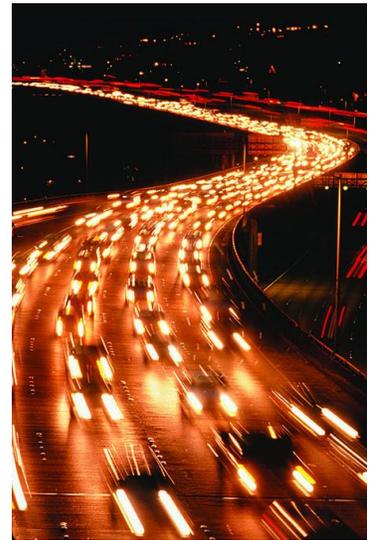
Once again though, this is highly competitive and often take years of work to land any major prospect, no matter what industry they are in. As a case in point, Harris Teeter initially visited the Region in 2005 and only now made a final location decision for Caroline last year.

Commuter Study to be finalized soon

The Fredericksburg Region Commuter Workforce Skills Study will soon be finalized. Prepared by the University of Mary Washington (UMW) Center for Economic Research, it will provide both an overview of the region's workforce skills and also in-depth data for businesses interested in expanding in or relocating to the Region.

The study will identify the number of commuters leaving the region for employment; top commuting destinations; length of commute and commuters' education, income and military experience. The study will also assess how many commuters work in the six priority Industry Clusters identified in the Fredericksburg Region Industry Cluster Study.

The study was sponsored by UMW, the Alliance and the Fredericksburg Regional Chamber of Commerce. UMW professor Bradley A. Hensen, Ph. D., oversaw the project.



Welcome new investors

As a public-private partnership, the Alliance depends upon the support of both the public and private business sectors. Join us in welcoming these new investors.



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UMW Speed Networking helps students build job interview skills

UMW students gained valuable interview experience and learned what skills local business recruiters seek at a recent Speed Networking event. Each of the 27 participating students met with at least 12 professionals.

Some of the 27 businesses represented were ACI Federal, Baxter and Company, SimVentions, Quin Rivers, United Global Group, CBAIA, Direct Impact, Life Care, Agenda and Cardinal Bank.



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Thank you for your interest in Fredregion!

Sincerely,



Fredericksburg
Regional Alliance

at the
UNIVERSITY OF
MARY WASHINGTON

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