

Response to request for additional information from Virginia DHCD for 2019 CBDG Application

- 1. Official Business Plan and verification letter from Matson Consulting provided to Blue Ridge Plateau Initiative**
- 2. Low-to-moderate income benefit (job descriptions and anticipated wage information to at 51% of jobs listed)**

Personnel

For the first three years of operations, we expect our personnel staff to be minimal as we continue to grow. We will increase our staff as we expand our programs and begin working with more farmers, both local and regional.

The following list the anticipated positions and number of employees for the facility :

General Manager (1): Ensure all facility operations are efficiently run, maintain communication with departments, oversee all staff, and communicate with the board/ BRPI. Minimum of a Bachelor's degree is required, and at least 10 years of management or related experience. \$65,000-\$80,000

Operations/ Facility Manager (1): Oversee all aspects of plant management, lead food safety, provide direction, and effectively communicate between all departments. Manage the Line Supervisors and provide reports on operations to General Manager. Minimum high school diploma, but Bachelor's degree in related field preferred and 5 years management experience. \$40,000-\$60,000.

Line Supervisor (1): Manage all line workers and butcher; oversee all aspects of beef processing: slaughter, packaging and processing; and maintain safety and sanitation regulations. Coordinate facility operations and production schedules with Operations/ Facility Manager. Minimum high school diploma or equivalent, and some management experience required. \$35,000- \$45,000.

Line Workers/General Laborers/Butchers (15): Participate in beef processing chain from creating cuts of beef to placing them on pallets. Other general labor activities may be required. Requirements include ability to lift 50 pounds, work at line speed, and work in a variable temperature environment. Minimum of high school diploma required. \$28,000 - \$37,500.

Shipping and Receiving (2): Manage aspects of the facility's shipping and receiving operations. Ensure accuracy of inventory records, create shipping labels, prepare packages, process orders, schedule shipping, and update higher management about business operations. \$25,000 - \$35,000.

Delivery/ Pick-Up Driver (2): Transport and deliver final beef product, and potentially pick up cattle for delivery to the facility. Follow proper product transportation procedures, load and unload deliveries, comply with road laws, perform basic vehicle maintenance tasks, and maintain detailed driving logs. Requirements include ability to lift 50 pounds, operate a delivery vehicle; meet proper licensing requirements, strong time management skills, and communicate effectively

with management and clients. Minimum of high school diploma or equivalent. \$27,000 - \$37,000.

Business and Sales (2): Establish, achieve, and grow sales-plan goals; maintain existing accounts and find and develop new business relationships. A minimum of a Bachelor's degree is required, along with a successful record of sales. \$50,000-\$65,000. This position will be integrated into the business once the facility assumes sales of the beef product in the future.

Farmer Coordinator (1): Promote and organize operations between the beef processing facility and local cattle farmers. Maintain and strengthen business operations between current and new customers. Coordinate operations and meetings with facility management and farmers. Minimum education requirement is a high school diploma, and experience working with farmers. The expected salary range for this position is \$35,000 - \$45,000. The facility currently has commitments from farmers who will provide cattle to the operation, but a Farmer Coordinator will be hired in the future when the facility's production exceeds the supply from these commitments.

Maintenance/ Repair Personnel (1): Inspect and test equipment and facility structures to check for any damaged, defective, or worn equipment. Conduct facility maintenance ensuring equipment and facilities are clean, undamaged, and properly working. Requirements include the ability to perform strenuous physical activities, identify and correct mechanical issues, and maintain strong communication with supervisors and subordinates. Minimum educational requirement is vocational school training, or related job experience. \$40,000 - \$50,000

Record/Bookkeeper (1): Manage and organize records and financial activities. Duties will consist of updating, processing, destroying, and storing files and information as needed. Develop systems to record financial transactions and create financial reports; maintain and balance subsidiary accounts and general ledgers; report the financial records to upper management and other important operation management. \$30,000 - \$40,000.

Office Administration/ Reception (3): Provide administrative assistance to all manager and personnel in the building. Perform clerical functions such as greeting and interacting with visitors, correspondence through email and phone, scheduling appointments, inputting data, operating office equipment, and other duties as assigned. May also be responsible for completing compliance paperwork and reporting as needed. Minimum education requirement is a high school diploma or equivalent. \$25,000 - \$35,000.

This project expects to create at least 30 jobs at the facility location, and at least 51% of these jobs are available to Low to Moderate Income persons. Each full-time employee will be provided employment benefits that include medical coverage and insurance, vacation and sick leave, and retirement benefits. The minimum wage in Virginia is \$7.25 per hour; as shown from the expected wage ranges above, this project will provide wages at least 1.5 times the minimum wage to at least 90% of the expected employees. The anticipated wage ranges are based on the average wages for similar positions in Virginia as reported by the Bureau of Labor Statistics through O*Net OnLine.

While not included for the specific job creation on-site at the facility, this project will increase the sustainability of multiple farms in the region and help farmers continue to grow their

operations, creating more jobs on their own farms and in the community. According to an article in Harvesting Opportunity published by the Federal Reserve Bank of St. Louis, for every \$1 million generated from direct marketing on the farm level, 32 jobs are created in the local economy. Additionally, it will lead to several transport positions in support of the facility, as well as positions within Blue Ridge Plateau Initiative as the nonprofit works with the processing facility on educational and community endeavors.

3. County Letter of Support- to be provided by the county

4. Letter of Credit- to be provided by BRPI and/or the county

5. Funding Sources

Sources of Project Funding

Blue Ridge Plateau Initiative will seek multiple opportunities and programs to fund the project, including federal, state, and local grants, as well as conduct a capital campaign to attract donors. The initiative has secured \$500,000 from the Virginia Tobacco Region Revitalization Commission and is seeking additional funding of \$700,000 from the Community Development Block Grant in partnership with Carroll County. Additional funding will be sought from Go Virginia Region One grants for \$950,000, as well as EDA’s Public Works and Economic Adjustment Assistance funds of \$950,000.

6. Budget

Table 5: Total Estimated Costs

Total Equipment Costs	\$277,810
Startup Costs	\$122,373
Facility	\$2,388,778
Land	\$1
Site Prep	\$120,000
Cash Infusion	\$25,000
TOTAL	\$ 2,933,962

Site preparation work is estimated at \$4 per cubic yard as provided by Encompass Integrated Building Systems. A proposed estimate and quote provided on request. Site preparation includes grading the land for the building foundation. Volunteer hours may be provided to complete the grading at no cost, which would allow for more grant funding toward the construction of the shell building.

After the site preparation is complete, a shell building will then be constructed on the property to house the processing facility. The shell building includes concrete foundations and slabs, carpentry, doors and windows, interior stud walls with both gypsum dry wall and fiberglass reinforced panel (FRP) finishes, acoustic and FRP ceiling systems, toilet accessories, and pre-

engineered building system. H.S. Williams Company is committed to completing the building construction work. The specific cost elements for this building are included in the attached estimate.

- 7. Project Management Plan for licenses and certifications for proposed facility for certificate of occupancy- To be provided by Blue Ridge Plateau Initiative**
- 8. Two Public Hearings- to be conducted/ provided by the county and Blue Ridge Plateau Initiative**
- 9. Open bidding process- to be provided by BRPI/ the county**