



**FRONT ROYAL WARREN COUNTY
ECONOMIC DEVELOPMENT AUTHORITY**

ANNUAL REPORT FY 2015-2016

ACCOMPLISHMENTS

PROGRAMS OF WORK

CONCLUSION AND FUTURE VISION

ECONOMIC SNAPSHOT

EDA BOARD OF DIRECTORS, STAFF

Submitted December 2016

*Front Royal Warren County Economic Development Authority
Annual Report 2016*

Executive Summary

This document is an overview of activities and accomplishments of the Front Royal Warren County Economic Development Authority (EDA) for fiscal year 2015-16, and is presented to the community as a report on current objectives, accomplishments and future goals.

The EDA is comprised of a Board of seven appointed volunteer Directors, one paid staff executive director, one paid staff marketing director, and one paid administrative assistant.

The mission of the Economic Development Authority is to strengthen the industrial tax base of its community, to bring its commuting workforce home to work, to create living wage jobs for its residents, and to foster a healthy environment in which businesses may grow and prosper.

EDA has met or exceeded goals and objectives set forth in its Strategic Plan, developed by the Board of Directors and EDA Staff.

Accomplishments 2015-2016:

- ❖ Assisted sixty-seven (67) businesses in locating or expanding in Front Royal-Warren County in fiscal year 2015-16;
- ❖ Created 235 new jobs, including 107 industrial jobs, 32 retail jobs, 21 office jobs, 18 trade related jobs, 19 restaurant jobs, 3 technology jobs, and 35 temporary construction jobs.
- ❖ Toray Plastics America and Interbake expansions are underway and projected to create an additional investment of \$62 million and 61 new manufacturing jobs;
- ❖ Sold 30 acres at Avtex to ITFederal, LLC, a data processing company that will build a 67,000 square foot facility in three phases to house technology jobs (at salaries ranging from \$40,000/year to \$120,000/year) and mixed-used retail; ITFederal is due to break ground on this project in Spring 2017.

- ❖ Served as Project Manager for the Leach Run Parkway project connector between John Marshall Highway and Happy Creek Road; this project is 2/3 complete and projected for completion in June 2017.
- ❖ In discussions with developers/users for the Afton Inn (Main Street anchor building);
- ❖ Continued working with a potential user of the old Town Hall building;
- ❖ Continued work with Town on a connector road between Kendrick Lane and West Main Street creating a traffic short-cut and connection to downtown Front Royal;
- ❖ Continued work on building a 36-unit workforce housing project to serve the middle income workers of Front Royal-Warren County. This project was approved by the Front Royal Town Council on November 14, 2016;
- ❖ Created a regional entrepreneur networking club, VENture (Valley Entrepreneur Network); that met monthly for two years and populated the first regional entrepreneurship competition;
- ❖ Developed the RISE Program, a regional entrepreneur competition in partnership with SBDC, NSVRC, People Inc., Shenandoah County, Clarke County, Page County, etc., encompassing the Northern Shenandoah Valley Planning District area. This program of education and competition has been highly acclaimed throughout the region and at the SBA in Richmond Virginia; Currently working on the second year of the program;
- ❖ Worked with the Planning District Commission on “Building Entrepreneurial Economies” and “Building Collaborative Communities”; both were awarded implementation grants;
- ❖ Created the Workforce Roundtable committee of community leaders, industry leaders, public school officials to address workforce challenges;
- ❖ Became host site (at Avtex) for CDL Training through Lord Fairfax Community College Workforce Solutions;
- ❖ Continued to make small business loans through the Rural Business Enterprise Loan program and the Intermediary Relending Program from USDA;
- ❖ Continued work on the Development Review Committee, the Chamber Small Business Committee, Leadership Class Local Economy Day, New Teachers’ Reception, Ethics Workshop; and other community development activities;
- ❖ Awarded three Business Excellence cash awards to local businesses;

- ❖ To date have mailed 250 welcome/information packets to new business owners;
- ❖ Was appointed to the Virginia Port Authority Inland Port Advisory Board;
- ❖ Participated in ongoing educational conferences, seminars, etc.

Programs of Work and Accomplishments 2015-16:

Avtex Superfund Site Remediation

❖ Remediation of 148 Acres of Developable Property In September 2014, the Economic Development Authority was issued a “letter of no further interest” by the U.S. Environmental Protection Agency. This cleared the way for marketing and redevelopment of 148 acres of the Site. In March 2016, EDA sold 30.11 acres of the Avtex Site to ITFederal, LLC, a data processing center that will create upwards of 600 new technology jobs and build a 67,000 square foot facility with a processing center and mixed-use retail space. ITFederal is due to break ground on the project in Spring 2017.

❖ Sale of 5 Adjacent Acres: Five acres of land at the Avtex site have been sold to the Town of Front Royal for location of their new Police Headquarters.

❖ Administration Building Leases All available office space is leased and managed by the Staff of the EDA.

❖ Avtex Museum EDA Shenandoah Center for Heritage and the Environment has now been reinstated by the IRS as a viable nonprofit entity. EDA currently has a grant application out to the National Endowment of the Humanities to help establish and curate the museum. The video tapes of personal interviews of former Avtex employees have been delivered to the

EDA by the journalist who conducted those interviews. They will be utilized in the development of the museum. To date, EDA has expended \$195,500 toward the collection and storage of Avtex artifacts. EDA received \$5,000.00 from FMC Corporation for work in creating the legacy museum, along with a 56" color, flat screen TV for the museum visual projects.

Infrastructure Development

❖ *Leach Run Roadway Expansion and Connector* EDA has completed its work with the Town Manager and County Administrator on acquiring properties along Leach Run in order to begin roadway expansion. All properties have been secured under the ownership of the EDA. The Virginia Department of Transportation approved a \$7.5 million cost revenue sharing award toward the cost of the roadway expansion project. The remaining cost of the project will be carried by the County 66% and the Town 34%. EDA has served as the Project Manager for this project; construction is currently 2/3 complete with a finalization date of June 2017.

❖ *Kendrick Lane-West Main Street Connector Road* EDA continues to work with the Town Manager on design and completion of the connector road between Kendrick Lane and West Main Street that will bisect the Avtex redevelopment site and connect to West Main Street and the downtown Front Royal commercial area. Virginia Department of Transportation (VDOT) has approved \$600,000 in Industrial Access Funds toward the project.

❖ *Deployment of Natural Gas across the Shenandoah River to Front Royal Community* Under new leadership, Shenandoah Gas has expressed interested in bridging the Shenandoah River and providing natural gas to the Front Royal community. Discussions are underway.

❖ *Workforce Housing Project* EDA has taken the lead on developing workforce housing to fill the gap in affordable housing for the middle income labor force of Warren County. About

65% of new Warren County teachers live in other communities, and often they leave our community to find work closer to home. A workforce study was conducted several years ago and highlighted the deficiency of available housing for teachers, police, fire fighters, nurses, EMTs, etc. With a notable lack of participation by developers, EDA researched its ability to help fill this need and kick-started the initiative which began the Royal Lane Project. The plans for Royal Lane Apartments call for the construction of three buildings with 12 apartments each. The EDA expects to break grounds on the \$3.5 million project once all of the necessary approvals have been delivered.

Recruitment and Marketing Efforts

❖ Prospect Activity The EDA worked with ninety-three (93) prospects over the last year. Sixty-seven (67) of those have located or expanded in Front Royal-Warren County. In addition, Staff is working with one fast food chain, a real estate office, an accounting firm and law office, a private school looking for an alternative location, an adventure company, an indoor rock climbing business, a mountain bike shop, one retail store, and two small businesses looking to expand within the community.

❖ Skyline Regional Criminal Justice Training Center The EDA is working with a private donator and the Warren County Sheriff to develop a 15,605 square foot training academy and a 15,735 square foot indoor firing range. The academy will serve about 730 law enforcement and correctional officers from around the region. The project is due to break ground in late December 2016.

❖ New Jobs A total of two hundred and thirty-five (235) new jobs were created through this fiscal year's recruitment and expansion efforts. New jobs included 107 industrial jobs, 32 retail jobs, 21 office jobs, 18 trade related jobs, 19 restaurant jobs, 3 technology jobs, and

35 temporary construction jobs.

❖ [Downtown Front Royal Recruitments](#) The EDA served as liaison to broker the sale of the Town Police Department. That building will soon house a micro-brewery and tap room. EDA continues to work with interested parties in redeveloping the Afton Inn site at the gateway to Main Street/Downtown Front Royal. Several new companies located in Downtown Front Royal including; Virginia Build Works, a furniture-crafting, woodworking shop in the former Payne Supply building, The Element relocated in April 2016, two churches, and one convenience store.

❖ [Virginia Port Authority Quarterly Meetings](#) With the upcoming expansion of the Panama Canal, the Port Authority conducts quarterly meetings with the communities that might be positively impacted by the potential increase in port-to-rail commerce. EDA Warren County is home to the Virginia Inland Port. EDA's Executive Director was appointed to its Advisory Board.

❖ [Facebook and Web Site](#) EDA continues to utilize Facebook and the web for marketing and promotion. EDA posts upcoming events, meetings and seminars, and photos of community events to the Facebook page. EDA maintains a current and updated web site.

❖ [Quarterly Newsletter](#) EDA continues to issue its quarterly Newsletter with updates on its activities, state and local programs of interest, upcoming events and introductions of new businesses.

❖ [Print Advertising](#) Over the past year, EDA has advertised in the Northern Virginia Daily's Warren County Guide, its Business Directory, The Chamber's Membership Directory, the Daily's Chamber Insert, the Visitor's Guide, the Community Profile, and on the Comcast

Community Channel 16.

❖ *Professional Relationships* EDA staff continues to work closely with the Virginia Economic Development Partnership, the Virginia Department of Business Assistance and with the Virginia Port Authority in prospect recruitment opportunities. EDA has recently heard from Norfolk Southern Railway that they will help in any way possible with marketing, particularly the Avtex Superfund Site where the railway bisects the property. EDA is very pleased to have developed a working partnership with both the Regional Commission and the Byrd School of Business at Shenandoah University in entrepreneurship and regional collaboration.

In addition, EDA maintains partnerships with the Small Business Development Center and the Workforce Solutions department at Lord Fairfax Community College.

EDA Staff conducts regular, in-depth updates before both the County Board of Supervisors and the Town Council.

Business Development and Retention

❖ *Business Financing* EDA was awarded \$500,000 in loan funds through the U.S. Department of Agriculture's "Intermediary Relending Program." EDA can draw \$125,000 of that initially and the remainder throughout the first five year period of the 30-year note term. EDA will then relend the funds to emerging businesses at a rate slightly higher than the borrowed rate. This helps provide another financing opportunity for the business community that banks have had difficulty serving. To date, through this program, EDA has loaned \$500,000 to local businesses for expansion creating 23 and retaining 51 existing jobs. EDA has currently borrowed and "re-loaned" its maximum amount and is not eligible to borrow more until 2017.

- ❖ **Virginia Jobs Investment Program:** *EDA worked with the Virginia Department of Business Assistance to promote the Virginia Jobs Investment Program. Through this program Warren County industries retrained and retained more than 1,075 jobs between 2011 and 2016. Toray Plastics America, DuPont, InterChange, Interbake and Family Dollar all participated in the program. The VA Jobs Investment Program engages the Workforce Solutions staff at Lord Fairfax Community College for the on-site training.*

- ❖ **Local Licensing/Permitting “One Stop Shop”** *EDA has worked with Town and County Planning officials to create a simple flow chart for the business licensing, zoning, occupancy and permitting process. EDA is working to become the “start point” for new businesses in order to guide them step-by-step through the process to prevent confusion. This is being very well received by new businesses. EDA, along with County planning and zoning officials, building inspector, health department officials and others, meet once a month in a Development Review meeting where business owners can get information and ask questions about the process. This program is very well received.*

- ❖ **Regional Entrepreneurship Competition (RISE):** *In 2013-14, EDA participated in the organization and execution of two “Entrepreneur Cafés,” a Chamber of Commerce event designed as outreach to the local entrepreneurial sector providing a competition for cash award, marketing package and Chamber membership. In 2015-16, EDA, SBDC and other partners organized what became a highly acclaimed regional program of education and competition at The Corron Center serving the entire Northern Shenandoah Valley. We are currently working on the second year of the program offering.*

- ❖ **Welcome to Front Royal-Warren County** *EDA staff receives regular notification from the Town Planning Office and the County Commissioner of Revenue office regarding new business licensees. Staff prepares a welcome package including a letter of introduction, a SCORE “How to Do Business” booklet, a Licensure/Permitting flow chart and other pertinent information. To date, approximately*

250 packages have been mailed.

❖ *Rural Business Enterprise Loan Program* Over the life of the program, the EDA has made 54 loans to local businesses, 75% of which are downtown Front Royal businesses, totaling \$1.7 million. In this fiscal year, EDA has loaned \$18,000 to start up or expanding businesses.

❖ *Enterprise Zone*: Since 1995, EDA has administered the local incentives (for the State-run program) for the Cedarville Enterprise Zone located in the 522 North Corridor. EDA worked with the Virginia Department of Housing and Community Development and County Administrator on tax credits for those industries that met investment and job creation qualifications for the incentives. Five industries in the industrial corridor were awarded the five-year incentive program of both State and local benefits. In 2015, the program fulfilled its 20-year lifespan and is now completed in Warren County. Through the Enterprise Zone program, Warren County was able to attract more than \$550 million in investment and create more than 1,800 new jobs.

❖ *Technology Zone Program*: EDA manages this incentive program for technology companies that meet certain eligibility criteria for a small EDA-funded grant and reductions in BPOL taxes. EDA has awarded ten Technology Zone incentive packages to date. All three Zones (Happy Creek, Downtown and Avtex) are located within the Town limits.

❖ *Property Ownership and Management* EDA-owned properties (1325 Progress Drive, 400 A, B, D, E Kendrick Lane) are fully leased. EDA staff is responsible for leases, rent collections and maintenance on those properties. A number of HVAC units have required replacement over the past eighteen months, one roof has been replaced, and all properties require ongoing lawn maintenance and building maintenance as well.

During the Leach Run Parkway project, properties were acquired and EDA was responsible for maintenance of those properties, as well. EDA offered two vacant properties to

the Warren County Fire Department for training exercises. EDA also owns The Afton Inn on Main Street, 506 & 514 East Main Street (fully leased) and 5210 Strasburg Road (fully leased).

❖ *Chamber Committees* EDA assists the Chamber's Small Business Committee and assists with the New Teacher's Reception each year, as well as serves on the Ethics Workshop for high-school seniors, and organizes and hosts The Leadership Program, Local Economy Day each year.

❖ *Downtown Front Royal Development* *Over the past several years, the Economic Development Authority has designed and delivered to Town Council program proposals focused on improving community development and recruitment opportunities.* They include: a "Visioning Design" request delivered to Town Council, Town Manager and the Downtown Front Royal organization seeking input on a *vision* for the "Commercial Face" of Front Royal.

Additionally, EDA designed enhancement zones and "Tourism Zones" incentive programs that would afford commercial property owners tax and fee relief for beautifying and upgrading their properties. EDA staff prepared and vetted language to create templates for benefits similar to those "Enterprise Zone" incentives that have worked so well for Warren County recruitment and retention efforts. In 2015, Town Council approved three "Tourism Zones" within the Town limits that will provide incentives to existing and new businesses that serve the tourism sector.

EDA has delivered to the Town information on a Virginia Community Development Block Grant process that might generate tens of thousands of dollars for infrastructure build-out at the Avtex (Royal Phoenix) site. The Town Planning Offices worked with the Regional Commission on gathering data and applying for the grant for façade improvements.

EDA assisted in the location of several new companies in Downtown Front Royal including: a woodworking shop in the former Payne Supply building, The Element relocated to Main Street in April 2016, two churches, and one convenience store.

Over the past twelve months, EDA has loaned \$18,000 from its Rural Business Enterprise Loan program to small businesses located in downtown Front Royal.

❖ *Entrepreneurial Community Project* In May 2011, EDA won a \$5,250 Innovation Grant from the Virginia Department of Housing and Community Development. Those funds were used to contract with a student intern at the Byrd School of Business, Shenandoah University, who collected jobs data on the five counties comprising the Northern Shenandoah Valley Region. The data was then assembled into a *Regional Jobs Assessment Report*, which served as a catalyst for the development of a “regional” presence and summit event.

In July 2013, Dr. Miles Davis, Dean of the Byrd School of Business at Shenandoah University, hosted the regional summit aimed at generating a regional dialogue and promoting collaborative efforts.

In July 2015, The Warren Coalition was awarded the “21st Century Learning Grant” for after school enrichment programs for middle school-aged students. The Grant will include exercises from “The Lemonade Stand” entrepreneurial curriculum.

In February 2015, EDA Staff helped create the VENTure Club (Vallen Entrepreneur Network), a regional gathering of entrepreneurs to network, learn about business development, financing, to showcase their businesses and get advice from sage entrepreneurs.

In April 2016, EDA Staff initiated the organization of the Regional Entrepreneur Café competition, which became highly acclaimed. Work is underway for the second event in April 2017.

❖ *Promotional Partner of the Annual Business Symposium* For the eighth year, EDA has helped promote and attend the annual Business Symposium at Shenandoah University.

❖ **One Stop** EDA created a link on its web site to Virginia's One Stop business start-up and expansion site, providing guidance and business assistance to entrepreneurs.

❖ **Business Appreciation : Business Excellence Awards** In June 2016, EDA awarded the fifth annual Business Excellence : Business Appreciation Awards in partnership with the Chamber of Commerce, and sponsored by Rappahannock Electric Cooperative. The Front Royal-Warren County small business community was invited to apply for cash awards in the amounts of \$1,000, \$750 and \$500 and grants were made based upon assessed excellence in business practices and community service. Over the life of the program, EDA and Rappahannock have awarded more than \$11,550 in grants to local businesses that exhibit excellence in business practices and community service.

This year awards were made to Passages Travel for software, Ben's Family Cuisine for new stove top and Fork'd for a convection oven. *To date, the awards have been made to Backroom Brewery for kitchen equipment, Joe's Steakhouse for landscaping, and Weathervane Graphics for office move; J's Gourmet for a new oven, Little Rugratz Daycare for playground equipment and to Bearfoot Enterprises, for microphone and speaker system for the auctioneering business, to Culligan for a new fork lift, to The Kiln Doctor for workshop expansions, to The Main Street Daily Grind for a new espresso machine; Royal Broadcasting for remote broadcast equipment; Loving Arms for a seniors' painting class; and Linking You for graphics software (to name a few).*

Education

❖ **Student Entrepreneurship** EDA worked with Shenandoah University and its recommendation of "The Lemonheads Movement," and "The Lemonade Stand" curricula of entrepreneurial study at the high school or middle school level. EDA continues to work to integrate the program into curricula for both high school and middle schools.

❖ **Project Lead the Way** EDA continues to work with the school system in support of its "Project Lead the Way" high school engineering program of study. Warren County Public

Schools has recently installed the PLW Biomedical Sciences program into the high school curricula.

❖ *Workforce Solutions* EDA continues its relationship with Lord Fairfax Community College Workforce Solutions with the Virginia Jobs Investment program and in promoting training for soft skills, leadership skills, IT skills etc. EDA became the host agency for the CDL Driver's Training program.

❖ *Chamber's Leadership Program* EDA was a participating sponsor and host, organizing Local Economy day's events for both the Adult Leadership programs.

❖ *EDA Scholarship and Education Fund* EDA manages a business-funded scholarship program and awarded three \$1,000 scholarships to graduating seniors.

❖ *Ethics Workshop, Student Interview Project, Reality Store and New Teacher Reception* EDA Staff continues to serve on the Rotary's "Ethics Workshop" and "student interview" projects as well as the "Reality Store" at the High Schools focused on teaching money management. EDA also contributes to the Chamber's annual New Teachers' Reception.

Staff Training and Education

Staff participated in numerous courses throughout the fiscal year, including one IEDC course, an online course in Marketing Small Communities in a Tough Economy, a continuing education course to maintain economic development finance certificate, real estate courses to maintain broker's license, three courses through ICSC in developing commercial centers on Brownfield sites, a webinar on applying for grants, webinar on attracting manufacturing facilities, a 2-day course on logistics through the Manufacturing Association, Six (6) VEDP Wednesday Webinars on various topics and all VEDA seminars and webinars.

Staff also participated in SBDC's Small Business Retreat; Shenandoah University's Business Symposium, Entrepreneur Café classwork on building a business plan, creating a saleable pitch and on competition for grand prize.

Conclusion and Future Vision

The Economic Development Authority has accomplished much in the past year to address infrastructure issues, business development and retention issues, effective and responsible ("highest and best use") recruitment issues, and marketing and public relations issues. EDA suggests its vision for a stable and healthy community as follows:

Education:

- EDA envisions integration of entrepreneurship studies at the high school level.
- The EDA envisions strengthening its public school offering through continuing technology, infrastructure and facilities upgrades.
- EDA envisions strengthening its scholarship fund for graduating seniors.
- The EDA envisions completing the attraction of college and university offerings to Warren County that will enhance the educational landscape and provide centers of learning for its local and regional citizenry.
- The EDA envisions creating/supporting a regional initiative to cultivate small businesses into viable and sustainable companies.
- The EDA envisions a vocational center, created in conjunction with the public schools and the community college system that will enhance training in hard skills (i.e., mechanics, electronics, technology support, plumbing, nursing, etc.) for those students who will choose not to attend college.
- The EDA envisions an "apprenticeship" or "internship" program in partnership with local businesses and industries.
- The EDA will continue to support training and enhancement of "soft skills," for dislocated workers and new entrants into the workforce.

Business/Industry Attraction:

- Within the next five to seven years, the EDA hopes to attract 750-1,000 new, living wage jobs. *ITFederal is projected to create between 400-600 high-paying technology jobs at its completion.*
- EDA envisions assisting all local businesses through development programs in sustaining the charm and diversity of downtown with an eye toward creating a tourist “destination point” in Front Royal.
- EDA envisions broadening the scope of tourism development and business support.
- EDA envisions developing a business park at the Avtex Superfund Site. *Site preparation work is currently underway for the 30-acre ITFederal project.*

Infrastructure:

- EDA envisions completion of the development of the Leach Run and East-West connector road linking Happy Creek Road and John Marshall Highway (Route 55). *This project is 2/3 complete and finalization is scheduled for June 2017.*
- EDA envisions completion of the Kendrick Lane-West Main Street connector road at the northeast quadrant of the Avtex Site. *This project is currently in design phase.*
- EDA envisions working with Shenandoah Gas (and others) in the deployment of natural gas across the Shenandoah River to those communities and facilities that are currently not served. *Discussions are underway.*
- EDA envisions the engineering and design of the Avtex Business Park and the discovery of resources to support the installation of all necessary infrastructure. *Engineering has been conducted. Financing is in development.*
- EDA will continue to work to provide county-wide deployment of broadband for its citizens and telecommuting opportunities. *Warren County experiences approximately 80% coverage rate which is higher than most communities of comparable size and population.*
- EDA will continue to work toward providing total saturation for cell phone coverage in Warren County.

Quality of Life:

- Affordable and desirable workforce housing is a major concern for many prospective companies looking to locate in Front Royal-Warren County. EDA will work diligently to improve the workforce housing inventory in the community for its living wage workers: teachers, nurses, police and fire officers, et al. *This project is in the initial stages of development and projected for completion in November 2017.*
- EDA will work with the County and Town on a comprehensive hiking/biking trail system through and around Front Royal and Warren County that will connect with the Shenandoah River trails, the future Avtex Conservancy Park, the Skyline Drive and Shenandoah National Park, the future Rockland Park and Front Royal Golf Club. *The Avtex Conservancy Park is currently in the initial phase of development in this extensive Trail Project.*
- EDA envisions completion of the Shenandoah Center for Heritage and the Environment museum Avtex legacy project. *Grant funding will be announced in March 2017 to move forward with the curation of the Avtex Museum.*
- EDA envisions a comprehensive local transit system connecting residential neighborhoods with the industrial and business sectors of the community. *EDA is working with the County to secure support from the private sector for this public-private partnership Trolley expansion project.*

Economic Snapshot

Civilian Labor Force (2016)

Warren County	19,866
Extended Labor Market Area	393,954
Total	413,820

Unemployment Rate (September 2016)

Warren County	4.1%
Extended Labor Market Area	3.5%
Statewide	4.1%

Unemployed (2016)

Warren County	941
Extended Labor Market Area	15,382
Total	16,323

Underemployed (3rd Quarter 2016)

Warren County	1,635
Extended Labor Market Area	37,179
Total	38,814

Labor Market

Over 75 percent of the population age 25+ are high school graduates, and 15 percent have earned a Bachelor's Degree or higher.

Manufacturing

<i>Company</i>	<i>Product/Service</i>	<i>Estimated Employment</i>
Axalta, Inc.	Automotive finishes	300 - 599
Ferguson Enterprises Inc.	Plumbing & heating supplies	300 - 599
Toray Plastics America Inc.	Automotive plastic foam	100 - 299

NonManufacturing

<i>Company</i>	<i>Product/Service</i>	<i>Estimated Employment</i>
Family Dollar Stores	Distribution center	300 - 599
Sysco Northeast Cooperative, Inc.	Food distribution	100 - 299
United Parcel Service	Regional distribution center	100 - 299
Warren Memorial Hospital	Health care	300 - 599

The service sector is the largest employer in the county with more than 40 percent of all businesses.

EDA Board of Directors and Staff

Patricia S. Wines, Chairwoman

Greg Drescher, Vice-Chairman

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Ron Llewellyn, Director

Bill Sealock, Director

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Marla Taylor Jones, Director of Marketing and Business Development

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