

# Application to DHCD Submitted through CAMS

Carroll County

Blue Ridge Plateau Initiative

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**Application ID:** 63208162019085123  
**Application Status:** Incomplete  
**Program Name:** Community Economic Development - 2019  
**Organization Name:** Carroll County  
**Organization Address:** 605-1 Pine Street  
Hillsville, VA 24343-1463  
**Profile Manager Name:** Crystal Adams  
**Profile Manager Phone:** (276) 730-3001  
**Profile Manager Email:** cadams@CarrollCountyVA.org

**Project Name:** Blue Ridge Plateau Initiative  
**Project Contact Name:** Crystal Adams  
**Project Contact Phone:** (276) 730-3001  
**Project Contact Email:** crystal.adams@carrollcountyva.gov  
**Project Location:** 605-1 Pine Street  
Hillsville, VA 24343-0541  
**Project Service Area:** Carroll County

**Total Requested Amount:** \$700,000.00

**Required Annual Audit Status:** Pending Review

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## Budget Information:

Cost/Activity Category	DHCD Request	Other Funding	Total
Administration	\$0.00	\$0.00	\$0.00
Interim Assistance	\$0.00	\$0.00	\$0.00
Clearance and Demolition	\$0.00	\$0.00	\$0.00
Sewer Improvements	\$0.00	\$0.00	\$0.00
Water Improvements	\$0.00	\$0.00	\$0.00
Street Improvements	\$0.00	\$0.00	\$0.00
Flood Drainage Facilities	\$0.00	\$0.00	\$0.00
Building Construction/Renovation	\$700,000.00	\$500,000.00	\$1,200,000.00
Construction	\$700,000.00	\$500,000.00	\$1,200,000.00
Telecommunications	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total:</b>	<b>\$700,000.00</b>	<b>\$500,000.00</b>	<b>\$1,200,000.00</b>

## Budget Narrative:

Carroll County is requesting grant funding in the amount of \$700,000 for the construction of a beef abattoir and processing facility on behalf of Blue Ridge Plateau Initiative (BRPI). These funds will be matched with \$500,000 in funding committed to BRPI through the Virginia Tobacco Region Revitalization Commission. BRPI will seek additional project funding through other local funding opportunities. This project will create at least 30 jobs. Grant funds will be used for costs associated with site preparation, building design, shell building construction, electrical installation, plumbing, and initial HVAC equipment. H.S. Williams Company, Inc has already been identified as a contractor to complete the work and this company is committed to providing the work. Site preparation includes grading and leveling the land, as well as ensuring access to sewage, water, and electricity. This cost is estimated at \$4 per cubic yard as provided by Encompass Integrated Building Systems (estimate and quote available upon request). Some site preparation work may be completed with volunteer hours provided toward the project, reducing initial project costs. A shell building will be constructed once site preparation is complete. The 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.

## Questions and Responses:

### 1. Economic Development Projects - Job creation/retention

Is the proposed project for job creation/retention (please indicate if on-site or off-site), site development, or site redevelopment? Please note Competitive Grant proposals with on-site improvements are subject to underwriting (as assistance would be in the form of a loan to the applicant locality). Any locality applying for on-site assistance must request and complete an Appropriate Determination package and submit it to DHCD.

Answer:

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## Job Creation/ Retention

We anticipate creating at least 30 jobs from this project through the construction and establishment of a beef abattoir and processing facility.

2. Provide a breakdown in precise terms of the activities of the proposed project, including non-CDBG funded activities. The activities must match your budget activities. Include estimates for engineering and any amounts for Administration (up to 10% of the CDBG amount or \$50,000 whichever is less). Describe why CDBG funds are required for this project in lieu of private, local government, or other funding.

### Answer:

Grant funds will be used toward the site preparation and construction of an slaughterhouse abattoir and processing facility in Carroll County. Site preparation includes grading and infrastructure development including sewer, water and electricity for the facility. Once site preparation is completed, a primary shell building will be constructed for the processing facility.

These activities will be completed utilizing a combination of CDBG funding and non-CDBG funding. Blue Ridge Plateau Initiative has received a commitment of \$500,000 from the Virginia Tobacco Region Revitalization Commission toward the project activities. The project will require the resources to the county, private funding and the CDBG to be successful. The Project Team has already contacted H.S. Williams Company, Inc. who has over 50 years experience providing construction and development services for similar project. This contractor is a proven leader in the metal buildings and is able to provide competitive costs due to their long-standing relationships with area subcontractors and supplies. They have provided estimates on the cost of the work to be conducted.

This regional project will create area jobs across multiple counties and states. The facility has received commitments from farmers that produce cattle in Southwest Virginia and western North Carolina to provide their cattle to the facility. As the facility reaches a level of profitability, the impact on farmers will continue to expand to other parts of the region, furthering the sustainability of their farms and the cattle industry.

### Activity 1: Site grading and Preparation

Carroll County has made a parcel of land available to be used for the processing facility site. Blue Ridge Plateau will lease the land from the county. The land contains 20 acres, which is more than enough room for the facility's infrastructure. The parcel is located at 700 Block Expansion Drive, Hillsville, VA.

The selected parcel is less than one mile from an entrance to Interstate 77. The area is industrial with the road infrastructure necessary to move large distribution trucks in and out of the area. The facility will use these existing roads and infrastructure, reducing construction and site preparation costs. The project team will level the land at the Carroll County property to prepare for construction and expand any additional infrastructure to the site, including sewer, water, electricity, and broadband access.

### Activity 2: Shell Building Construction

Once the site grading and preparation are complete, the Project Team will begin construction on the shell building for the abattoir and processing facility. Encompass Integrated Building Solutions, an engineering company with expertise in new construction and project management, reviewed the design requirements for the planned facility



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and prepared an initial plant layout. The design was reviewed with Virginia Department of Agriculture & Consumer Services personnel (who have inspection oversight for this type of facility), meat processing specialists at Virginia Tech, owners of existing meat slaughter and processing facilities, and local producers to ensure it will meet the both the regulatory requirements as well as serve needs of the local community. The plant will be a 160' x 80' enclosed steel building with a 22-foot height at the center line of the roof. This activity includes the construction of concrete slab foundations, doors, windows, interior finishes and a pre-engineered building system. Further detail about the building design is included as an attachment.

3. For site redevelopment and development readiness projects only. Discuss the plan for business renewal and development in the target area? Is there a strategic economic development plan/strategy for this area? Provide a brief summary of the main element of the plan and how the proposed site redevelopment project fits in the plan. Provide a copy of the plan as an Attachment.

**Answer:**

Not applicable

4. For job creation/retention projects only. Provide the name and contact information of the business to be assisted, describe its overall business, and provide details on the specific business activities which will occur at the facility. Identify if the local activities of the assisted business will engage in value-added manufacturing or re-manufacturing and reuse of indigenous raw materials, provider of needed local services, and/or the diversify of the local economy.

**Answer:**

The businesses to be assisted under this project are Blue Ridge Plateau Initiative (BRPI) and Mountain Fresh Meats, LLC. BRPI will build and equip an abattoir and processing facility and Mountain Fresh Meats will be responsible for operating and managing the facility. While the facility's daily operations will be managed by Mountain Fresh Meats, LLC, the Blue Ridge intuitive will own the facility to make sure that operations remain beneficial for numerous local farmers and achieve their main goal is to provide local cattle farmers with a nearby processing facility.

Based on the results of an independent comprehensive feasibility study conducted on behalf of Grayson LandCare, BRPI has determined the need for a small-scale beef processing facility within Carroll County to serve the region. The study found that there was an ample supply of cattle in the area to support a facility and potentially have it become profitable. After the study was completed, BRPI partnered with the Virginia Tech Business Technology Center to conduct a survey of farmers in the region to better determine the potential demand for the facility and the potential availability of cattle within the region. These results also demonstrated the interest and availability of cattle producers to support a meat processing facility. The facility will engage in value-added manufacturing, provide much needed local services, and diversify the local economy.

Regional farmers will bring their live cattle to the abattoir. From there, the slaughtered cattle will be processed into various cuts and be packaged. Then the beef will be sold by the producers to retail customers who are seeking high-quality local beef. At this time, Mountain Fresh Meats, LLC will not take ownership of the beef, but will only provide the services of slaughter, processing and packaging the products provided by local producers.

This project will result in job creation with jobs created in the facility itself. It will also provide jobs and income for agricultural producer and their families as well as hired labor at the farm level. Furthermore the processing and

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related activities will provide employment opportunities for drivers and support personnel who will transport the animals to the facility and the meats to the customers after the services of the facility. Overall, this project will strengthen and diversify the local economy of Carroll County, as well as the surrounding region.

5. For site redevelopment and development readiness project only. Briefly discuss and provide evidence of demand for investment at this site. What is the potential for reuse? Attach a copy of the Site Inventory as an Attachment.

**Answer:**

Not applicable

6. For job creation/retention projects only. Provide details on the specific physical needs of the assisted business. What specific off-site improvements or on-site improvements are REQUIRED for this business to engage in normal operations? What must be the size or scale of these improvements for this business to engage in normal operations? The need for water storage tanks, water /sewer line sizing, length, and location, and road improvements will receive particular attention from DHCD. Specify cost elements, quantities, and costs (i.e. 1 pump station - \$25,000; 2,000 LF of 2-inch water line - \$20,000; and so on). Identify, also, the source of information for these quantities and costs. Attach a copy of the Preliminary Engineering Report as an Attachment.

**Answer:**

For this project, the physical needs are site preparation and the construction of a shell building for the abattoir and processing facility. This site preparation and construction is required in order for the business to conduct normal daily operations. The following table outlines the anticipated cost of the site preparation and building construction

Site Preparation	\$120,000
Building Design (Final)	\$64,000
Primary Shell Building, including Interior & Flooring	\$1,087,000
Electrical Installation	\$200,000
Plumbing	\$189,600
HVAC Equipment (Initial)	\$126,000
<b>Site Preparation and Shell Building</b>	<b>\$1786,600</b>

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;



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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.

The Project Team is requesting \$700,000 million in CBDG funding to help offset a portion of the site preparation and shell building construction. Blue Ridge Plateau Initiative will provide a local investment of \$500,000 from funds committed through the Virginia Tobacco Region Revitalization Commission. Blue Ridge Plateau Initiative will obtain additional project funding through other local funding opportunities, as well as philanthropic donations to the nonprofit.

7. For site redevelopment and site development projects only. Briefly discuss any barriers to investment that exist on the site. Is this project addressing a brownfield? How will the proposed project activity (ies) assist in the removal of identified barriers and contribute to opportunities for future investment? Are there any existing structures that will need to be modified or demolished? Will the previous owner contribute to the clean-up/remediation?

**Answer:**

Not applicable

8. Project involving a brownfield only. What are the environmental and health-related issues? What has been the impact of this on the redevelopment of the site?

**Answer:**

Not applicable

9. Describe any incentives for private participation or investment in this project. How will financial incentives be made available for physical or business improvements?

Describe any incentives for private participation or investment in this project. How will financial incentives be made available for physical or business improvements?

**Answer:**

Carroll County will provide incentives through a lease to purchase with discounts on land price based on investments by Blue Ridge Plateau Initiative to utilize available property in the county to locate their abattoir and processing facility. The county has already helped to coordinate various pieces of the project with the business. Carroll County is also incentivizing BRPI by leasing the land at a low cost each year to encourage further investment in the facility. BRPI plans to continue investing in the facility through equipment purchases, as well as maintenance and management.

10. For job creation/retention projects only. Indicate the total amount of new private investment the assisted business will make in the local facilities. Specify the targets for this investment, whether property acquisition, plant construction, or equipment.

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For job creation/retention projects only. Indicate the total amount of new private investment the assisted business v

**Answer:**

Blue Ridge Plateau Initiative will continue to invest in the local facility after the project period. Grant funds will be used for site preparation and to begin construction of the shell building for the facility. BRPI will continue to invest in the project to complete the remaining construction needed. Once the facility is constructed, BRPI will purchase the necessary equipment for the facility to operate and cover start up costs for the facility including hiring initial personnel. Blue Ridge Plateau Initiative is anticipated to invest over \$1,000,000 in the local facility beyond this project.

11. Please note site redevelopment can only occur on publicly owned properties. Please discuss the current ownership of the property and if there is a plan for public acquisition . What is the proposed ownership and control of the property during and after the construction phase? What measures have been or will be put in place to protect the locality's interest and CDBG investment ?

**Answer:**

Carroll County currently owns the property on which the abattoir and processing facility will be located. The county intends have a lease to purchase agreement on the land with reductions based on investments with Blue Ridge Plateau Initiative, who will be responsible for the construction of the facility. BRPI will maintain ownership of the facility, but will lease it to Mountain Fresh Meats, LLC, who will operate and manage the slaughter and processing business.

12. Briefly discuss the locality's plan for marketing the site(s) and recruiting new businesses? Please indicate the name, role and responsibilities for the organization who will be responsible for marketing and recruitment.

**Answer:**

Carroll County has already identified the partner for this project. All marketing and recruiting for the site will be conducted by Blue Ridge Plateau Initiative, who will own the constructed facility. BRPI has already identified a for-profit business (Mountain Fresh Meats, LLC) to conduct and manage the daily operations of the abattoir and processing facility.

13. CDBG assistance for site redevelopment and development readiness projects is offered to localities as loan. Briefly discuss how the locality will ensure that CDBG funding will be fully recovered according to program requirements.

**Answer:**

Not applicable

**14. Project Outcomes**

For job creation and retention and site readiness project only. Provide the number of jobs and types of jobs to be created or retained the proposed project. For jobs creation and retention project only, provide job descriptions and requirements, such as level of education or special training that may be required) for each job type and the number of jobs to be created by job type. List the proposed wage range for each job. Describe the types of employment



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benefits to be provided. Attach a copy of the Certification letter from VEC or other partners as an Attachment.

**Answer:**

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.



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**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. 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.

15. Describe other project benefits likely to result from the project (e.g. positive impact on future economic development activity in the area or private investment, etc)?

Describe other project benefits likely to result from the project (e.g. positive impact on future economic development activity in the area or private investment, etc)?

## Answer:

Blue Ridge Plateau Initiative's focus is on improving the community by organizing it to work collaboratively and cooperatively through service and education. To achieve this, they invite people and organizations to join in projects that benefit themselves as well as the common good.

Carroll County is a Transitional County with a median household income of \$42,262 and a poverty rate of 16.8%. Carroll County is also a transportation corridor providing opportunities for businesses to easily access transportation infrastructure. The area is identified as a county of need for further economic investment and

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growth. One of the greatest way to benefit the community is by establishing a regional food system. There are many challenges that stand in the way including lack of trained farmers, production land, production volume, certification of locally produced food, and coordinated transportation structure.

The function of this facility will be to provide farmers with local access to slaughterhouse and meat cutting services. This service will be provided in response to a 2011 survey conducted by the Virginia Tech Business Technology Center which states that there is adequate demand for these services. This will also help the local agricultural community by giving beef producers a way to add value to their products. This project will strengthen the local economy through job creation and new business through the facility, as well as through the farm businesses using the facility. These farms will be able to increase their business sustainability by adding value to their products, as well as reduce costs. USDA's Economic Research Service highlights in multiple case studies that many farmers have limited access to slaughter and processing facilities, but that processors can successfully create mutually-beneficial relationships with producers to serve local markets.

The facility will also be used to facilitate further job and educational training for farmers, students, and the community. Blue Ridge Plateau Initiative and Mountain Fresh Meats will partner with Virginia Tech to enlist current and former students who received training through the Meat Science Center. Through an internship program, students can gain real-world experience at a slaughter and processing center while completing their degree. Not only will these internships provide assistance to the facility, but they will also strengthen ties to the community.

The facility will support the region's impact on the local food industry by increase farmers' abilities to process and sell local food products in the areas. The business will help diversify the local economy by providing value-added manufacturing services that are not readily available to producers in the area. Based on numerous studies on similar projects, LocalFoodEconomies.org indicates that local food projects can have an economic multiplier between 1.65 and 1.8 to the local area. This further indicates the vast impact that the project will have on the local and regional economies beyond the immediate benefits during the project period.

16. Prepare a detailed proposed timeline or construction schedule, inclusive of making formal application for funding including monthly milestones, which identifies specific tasks, staff/sub-grantee/, contractor or assisted business responsible, and collect of data, etc., and estimated start and completion dates. The timeline should include all activities being completed within two years. Present this timeline in table format and submit as an Attachment.

Answer:

Task	Milestones	Key Personnel
1. Site grading: The project team will level the land at the Carroll County property to prepare for construction	1: Site is evaluated for grading 2: Grading started in Fall/ Winter 2019 3: Grading finished and land ready for construction	H.S. Williams Company, Inc. (Contractor)



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|--|---|---|
| 1. Site preparation: infrastructure including sewage, electrical lines, and broadband access | 1: Construction of site infrastructure started after site grading<br>2: Site preparation completed and ready for construction by early 2020 | H.S. Williams Company, Inc<br>(Contractor)  |
| 1. Shell Building Construction: Begin construction of facility shell building                | 1: Shell building construction started Spring 2020<br>2: Building construction completed  | H.S. Williams Company, Inc.<br>(Contractor) |

## Attachments:

LETTERS OF SUPPORT/COMMITMENT

BRPICommitmentLetter9182019120100.pdf

(OPTIONAL) || Cost Quotes and Estimates

PlantCostEstimates917201934324.pdf