



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

2017 GO Virginia Orientation Conference



**April 20, 2017
DoubleTree by Hilton
Richmond, VA**

Hosted by:



The Virginia Growth and Opportunity Board



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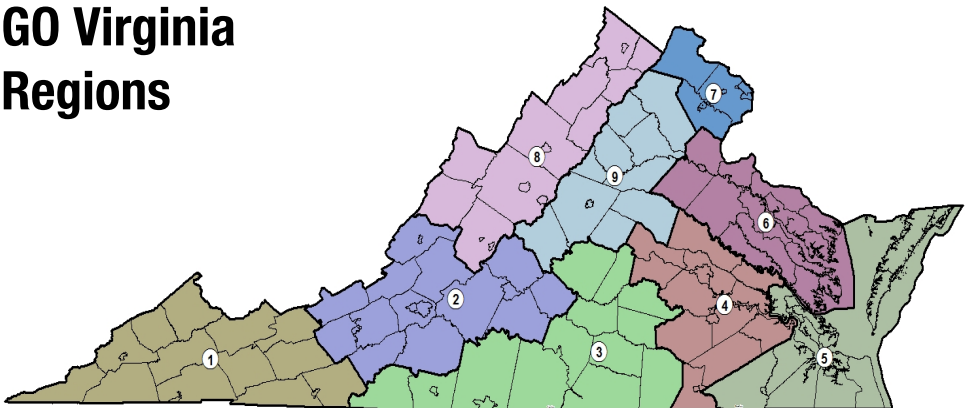
About GO Virginia

The Virginia Initiative for Growth and Opportunity in Each Region (GO Virginia) was initiated in 2015 by Virginia's senior business leadership to foster private-sector growth and job creation through state incentives for regional collaboration by business, education, and government. Virginia's economic growth now lags that of its traditional competitors and the nation as a whole, principally because of the loss of higher paying jobs tied to federal spending and a lack of diversity in Virginia's economic drivers.

The GO Virginia coalition successfully worked in a bipartisan manner with the General Assembly and Governor McAuliffe to pass a legislative package during the 2016 session to provide a framework for regional collaboration to grow and diversify the state's economy. The state budget includes funding to encourage localities to work together on priorities identified by the nine Board-designated regional councils to accomplish this goal. As the GO Virginia effort now transitions from concept to implementation, the coalition will continue to raise awareness of the economic challenges facing the state and the need for continued support of the effort.

The 2016 legislation also created the Virginia Growth and Opportunity Board, a 24 member group composed of private-sector business leaders, legislators, and members of the Governor's Cabinet, which will approve the incentive grant awards and assist the regions in the development and implementation of their growth and diversification plans. The grant program is administered by the Virginia Department of Housing and Community Development.

GO Virginia Regions





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Growth and Opportunity Board Members

John O. “Dubby” Wynne,
Chairman, Growth and Opportunity Board

Benjamin J. Davenport Jr.
Vice Chairman, Growth and Opportunity Board
First Piedmont Corporation

Nancy Howell Agee
The Carillion Clinic

The Honorable Richard D. “Ric” Brown
Secretary of Finance

Delegate M. Kirkland “Kirk” Cox
Virginia’s 66th House District

The Honorable Jim Dyke
McGuireWoods Consulting

Thomas F. Farrell II
Dominion Resources, Inc.

Heywood W. Fralin
Medical Facilities of America

The Honorable Todd Haymore
Secretary of Commerce and Trade

Senator Janet D. Howell
Virginia’s 32nd Senate District

Delegate S. Chris Jones
Virginia’s 76th House District

Delegate Terry G. Kilgore
Virginia’s 1st House District

Delegate R. Steven Landes
Virginia’s 25th House District

Charles Moorman
Amtrak

Matthew Mulherin
Newport News Shipbuilding

Senator Thomas K. Norment
Virginia’s 3rd Senate District

Senator Frank M. Ruff
Virginia’s 15th Senate District

Bruce Smith
Bruce Smith Enterprises, LLC

Steven C. Smith
K-VA-T Food Stores

Todd A. Stottlemeyer
Inova Center for Personalized Health

The Honorable Dietra Y. Trent, PhD
Secretary of Education

Lucia Anna “Pia” Trigiani
MercerTrigiani

Joe Wilson
Wilco Enterprises, Inc.

Marilyn H. West
M.H. West & Co

Today's Agenda

9:00am – 9:15am

Welcome

John O. “Dubby” Wynne, Chairman, Growth and Opportunity Board
Senator Janet D. Howell
Delegate Kirk Cox

9:15am – 9:25am

History of GO Virginia

John O. “Dubby” Wynne

9:25am – 9:55am

Headwinds Facing Virginia's Economy

Moderated By: John O. “Dubby” Wynne

Featuring:

John Accordino, VCU Wilder School of Government
Qian Cai, UVA Weldon Cooper Center for Public Service
Stephen Moret, Virginia Economic Development Partnership

9:55am-10:10am

GO Virginia Legislation and Budget Overview

By: Bill Shelton, Director, Department of Housing and Community Development

10:10am – 10:20am

Break

10:20am – 10:50am

Economic Impact 101 – “What data is available and how to use it”

Kick-off by: Bill Shelton, DHCD

Featuring:

Dr. Terry Clower, GMU Center for Regional Analysis
Spencer Shanholtz, GMU Center for Regional Analysis
Dr. Mark White, GMU Center for Regional Analysis

10:50am – 11:30am

Legislator's Breakout Session (legislators only)

10:50am- 11:20am

Panel Discussion: “Regional Council 101”

Moderated by: Bill Shelton, DHCD

Featuring:

Debbie DiCroce, Hampton Roads Community Foundation
Charley Majors, Southern Virginia GO Regional Council

11:20am – 11:30am

Break

11:30am – 12:10pm	Lunch
12:10pm – 12:40pm	1st Round of Breakout Sessions
12:40pm – 12:45pm	Break
12:45pm – 1:15pm	2nd Round of Breakout Sessions
1:15pm – 1:20pm	Break
1:20pm – 1:50pm	3rd Round of Breakout Sessions
1:50pm – 2:00pm	Break
2:00pm-2:30pm	Remarks by Governor Terry McAuliffe Introduced by: Pia Trigiani, GO Board Member
2:30pm-2:55pm	FOIA and COIA Primer – “What you need to know” Featuring: Don Ferguson, Office of the Attorney General Alan Gernhardt, Virginia Freedom of Information Advisory Council Rebekah Stafanski, Virginia Conflict of Interest and Ethics Advisory Council
2:55pm – 3:00 pm	Concluding Remarks John O. “Dubby” Wynne
3:00pm – 4:00pm	Regional Council Chair and Vice Chair Forum

Today's Breakout Sessions

Joint Site Development

Moderated by: Ben Davenport, Vice-Chairman, GO Board
Featuring: Ken Benassi, CBRE
Beth Doughty, Roanoke Regional Partnership
John Rienhart, Virginia Port Authority

Scale Ups

Moderated by: John O. "Dubby" Wynne, Chairman, GO Board
Featuring: Dr. Jim Atkinson, MIKRO Systems
Bill Donahue, GENEDGE
Chip Filer, Old Dominion University
B K Gogia, Lenvio

Credentialing and Workforce

Moderated by: Marilyn West, GO Board Member
Featuring: Craig Herndon, Virginia Community College System
Susan Jacobs, Newport News Shipbuilding
Matthew James, Peninsula Council for Workforce Development

Virginia's Innovation Economy

Moderated by: Joe Wilson, GO Board Member
Featuring: Monique Adams, 757 Angels
Shannon Blevins, UVA at Wise
Ted Chandler, New Richmond Ventures
Tom Weithman, Center for Innovative Technology and MACH 37

Charting Virginia's Economic Future

Featuring: Ryan Dunn, Virginia Chamber of Commerce
Paul Logan, Virginia Chamber of Commerce
Chris Saxman, Virginia FREE

Today's Speakers

Headwinds Facing Virginia's Economy

John Accordino, Ph.D., FAICP

Dr. Accordino is dean of the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University. Dr. Accordino, also a professor in the Urban and Regional Planning program, began his career at VCU in 1986. His scholarship includes books, journal articles, applied research and other publications on urban revitalization and community and economic development policy and planning.

Qian Cai, Ph.D.

Qian Cai (pronounced "chien tsai") is director of the Demographics Research Group at the University of Virginia's Weldon Cooper Center for Public Service. Drawing on her extensive knowledge of population statistics, and national reputation in applied demography, Qian oversees the group's data production and research, ensures top quality publications and client service, and maintains an ambitious agenda for improving population data for Virginia and the nation. A native of China, Qian received a bachelor's degree in economics and a master's degree in demography, both from Peking University. She received a Ph.D. in sociology from Brown University.

Stephen Moret

Stephen Moret is president and CEO of the Virginia Economic Development Partnership (VEDP), the economic development authority for the Commonwealth of Virginia. Prior to VEDP, Moret served as president and CEO of the LSU Foundation and as the executive director of the LSU Property Foundation. From 2008 through early 2015, Moret served as secretary of the Louisiana Department of Economic Development. Moret earned a B.S. in mechanical engineering from LSU and an M.B.A. from Harvard Business School. He earned a doctorate (Ed.D.) in higher education management, with Distinction for Dissertation, from the University of Pennsylvania, where his research focused on linkages between higher education and the labor market in the United States.

GO Virginia Legislation and Budget Overview and Regional Council 101

Bill Shelton

Bill Shelton serves as Director of the Virginia Department of Housing and Community Development which provides community development and housing program support to communities across the Commonwealth. Bill is an ex-officio member of the Board of Commissioners of the Virginia Housing Development Authority and serves on the board of Virginia Community Capital, Inc., the Commonwealth's community development bank. Bill also serves as the Governor's state alternate for the Appalachian Regional Commission.

Economic Impact 101

Terry L. Clower, Ph.D.

Terry L. Clower is Northern Virginia Chair and Professor of Public Policy at George Mason University. He is also director of GMU's Center for Regional Analysis. The Center provides economic and public policy research services to sponsors in the private, non-profit and public sectors. Prior to joining GMU, he was director for the Center for Economic Development and Research at the University of North Texas. Dr. Clower also spent 10 years employed in private industry in logistics and transportation management positions including site location responsibilities. Dr. Clower has authored or co-authored over 170 articles, book chapters, and research reports reflecting experience in economic and community development, economic and fiscal impact analysis, transportation, land use planning, housing, and economic forecasting.

Spencer A. Shanholtz

Spencer A. Shanholtz is a Research Associate at the Center for Regional Analysis at George Mason University. Mr. Shanholtz joined the Center in January 2017. Mr. Shanholtz received a Master of Urban and Regional Planning with graduate certificates in Economic Development and Geospatial Information Technology, and undergraduate degrees in Geography and Environmental Science from Virginia Tech. He has demonstrated experience related to housing, transportation, population demographics, policy analysis, and economic development. Prior to joining the Center for Regional Analysis, Mr. Shanholtz was a Graduate Research Assistant for the Virginia Center for Housing Research at Virginia Tech in Blacksburg, VA.

Mark C. White Ph.D.

Mark C. White is the Deputy Director of the Center for Regional Analysis at George Mason University, having joined the Center in January 2016. During this period he has worked on a variety of projects including a workforce analysis of Arlington and Alexandria, an examination of middle skills jobs opportunities in the Washington metro area, and economic impact analyses of the Virginia Housing industry and the Northern Virginia Parks Authority, among others. Prior to joining the Center for Regional Analysis, Dr. White was the Vice President for Research at the Center for Regional Economic Competitiveness (CREC) in Arlington, VA. During his 11 years at CREC, Dr. White undertook and managed a wide variety of economic and workforce development research, planning and technical assistance projects across the United States and Canada.

Regional Council 101

Debbie DeCroce

Debbie is president and CEO of the Hampton Roads Community Foundation. Before joining the staff in 2012, she was president of Tidewater Community College for 14 years. Previously she was president of Piedmont Community College in Charlottesville for nine years. She serves on the board of visitors of Norfolk State University and is secretary of the Hampton Roads Community Foundation board of directors. She also serves on the boards of the Virginia Early Childhood Foundation, Future of Hampton Roads, Greater Norfolk Corporation, Virginia Beach Vision and St. Patrick Catholic School. She earned bachelor's and master's degrees from Old Dominion University and a doctorate in education from The College of William & Mary.

Charley Majors

Charley Majors is Chairman of the Board of American National Bank & Trust Company and its holding company, American National Bankshares Inc. He served, at various times from 1993 through 2014, as President, Chief Executive Officer and Executive Chairman of the Bank and the holding company. Prior to becoming president of the Bank, Mr. Majors was the senior partner of a law firm in Danville, specializing in banking, business and commercial real estate law. He is a graduate of Auburn University and the University of Virginia Law School. He currently serves as Chairman of the Southern Virginia GoVA Regional Council.

Joint Site Development

Ken Benassi

Ken is a Senior Vice President with CBRE and is based in the firm's Norfolk office. He has over 18 years' experience in the local commercial real estate industry negotiating the acquisition or sale and lease of industrial and commercial properties throughout Hampton Roads. Prior to entering commercial real estate, Ken worked in the industrial gas and welding supply industry where he was trained in "Client Focused" sales and service. This client focus has differentiated Ken and has allowed him to develop strong client relationships as evidenced by the multiple transactions he has effected for many clients. Whereas many commercial real estate agents focus on a product type, Ken focuses on the client relationship. Ken's core competency is assisting clients in solving complex real estate issues. He graduated from the University of Virginia and holds a MBA from Old Dominion University.

Beth Doughty

Beth Doughty has spent 27 years in economic development helping to create more than 17,000 jobs and \$1.5 billion of investment for the Roanoke region. She has been executive director of the Roanoke Regional Partnership since 2008 and served in that capacity from 1991 to 1999. She also serves as executive of the Roanoke Outside Foundation and the Western Virginia Regional Industrial Facility Authority. She was president of the Roanoke Regional Chamber of Commerce for 9 years. A graduate of the University of Virginia, Beth is a past president and a Cardinal of the Virginia Economic Developers Association.

John Reinhart

John F. Reinhart is the CEO and executive director of the Virginia Port Authority (VPA). Prior to joining the VPA, John worked for the Maersk organization for 23 years. He served from 2000-2014 as CEO of Maersk Line, Limited (MLL) and a member of the board of directors. During his career with Maersk, he held the positions of President, UMS, senior vice president and regional director. John currently serves on multiple regional boards including the Hampton Roads Transportation Accountability Commission, Marine Transportation System National Advisory Council, Hampton Roads Business Roundtable, Hampton Roads Chamber of Commerce Regional Board and Nauticus Foundation. John received his bachelor's degree in general studies and political science from Ohio University and later earned his Executive MBA from the University of Michigan.

Scale Ups

Jim Atkinson

Dr. Atkinson is the Co-Founder / Vice President of Mikro Systems, Inc. based in Charlottesville, VA. Mikro is a manufacturing technology company specializing in product design, development and manufacturing of precision components. Mikro's patented manufacturing process TOMO is currently being applied to products in the energy, aerospace, and healthcare industries. Jim is a co-founder and Vice President and also sits on the Board of Directors. He is co-inventor on twenty Mikro Systems patents related to TOMO. Dr. Atkinson has held technical management roles in industry, academia, and Naval Research Laboratories, including one year as a Congressional Science Fellow in the US Senate, and two years as Program Manager at the National Science Foundation (NSF). He has co-founded three start-up technology companies, and also has served as adjunct professor at the University of Virginia. He has particular expertise in Small Business Innovative Research (SBIR) applications and management. In 2009, Dr. Atkinson was appointed by Virginia Governor Tim Kaine to the Board of Advisors of Virginia's GENEDGE Alliance, an affiliate of the National Manufacturing Extension Partnership. In 2015, he was appointed to the Albemarle County Economic Development Authority. He has a BS in electrical engineering from Northeastern University, an MS in electronic engineering from the University of Connecticut, and a PhD in Linguistics from the University of Connecticut.

Bill Donahue

Bill Donahue is President of Virginia's GENEDGE ALLIANCE. The company, in its 24th year of operations, is a Commonwealth of VA unit which operates as a not for profit consulting and technology acceleration services firm. Bill leads a network of consulting engagement and project managers who are responsible for improving the competitiveness of various companies in manufacturing, technology and industrial business sectors. Bill's current focus is expanding affordable services to drive Strategic Innovation, Growth and Operational Excellence throughout the value and supply chains in Virginia. GENEDGE is the Virginia affiliate of the NIST Manufacturing Extension Program. Bill is the vice-chairman for Danville Utilities, the largest municipally owned utility in Virginia. Bill is a 1981 graduate of the University of Rochester and in 1983, the GE Chemical Management Program.

Chip Filer, Ph.D.

Larry "Chip" Filer is an Associate of the Economic Forecasting Project and Associate Professor of Economics, at Old Dominion University. He earned his doctoral degree in economics from the University

of Kentucky. Prior to rejoining the ODU faculty in January of 2014, Dr. Filer served as MBA Director and Associate Dean for the Strome College of Business. Dr. Filer specializes in Macroeconomics, Federal Reserve Policy and Banking. His published work has appeared in a number of academic journals, including Journal of Macroeconomics, Southern Economic Journal and Journal of World Business. He currently serves on the board of the Hampton Roads Global Commerce Council and as a member of the Hampton Roads Community Foundation's Industry Clusters Sub-Committee.

BK Gogia

As a visionary and entrepreneurial business leader, BK possesses extensive knowledge and experience in cyber security and healthcare businesses. An inspirational and ethical leader, BK leverages keen business acumen and the ability to harmonize disparate ideas with customer, market and competitor intelligence to create and commercialize products that deliver breakthrough results. BK has the unique ability to balance forward-thinking technology innovation with outstanding people skills to align and influence high performing teams translating "vision into action". He is the founder of InferX which is an advanced distributed data analytics software company. As part of that effort, he raised more than \$20M in private investments and grants and took InferX public in 2007. BK also built Lenvio Cyber Security MVP, secured a Fortune 50 company as an innovator user of the cyber product, and he engaged more than a dozen early adopters including DHS and Public Sector and raised additional funding to launch subscription based offering.

Credentialing and Workforce

Craig Herndon

Craig is the Vice Chancellor for Workforce Development Services at the Virginia Community College System. In his current role, Herndon provides state-level policy leadership to workforce training programs and services for Virginia's 23 community colleges, including the implementation of the nation's first pay-for-performance funding system that creates and sustains a demand-driven supply of credentialed workers who meet the needs of business. Prior to joining the Virginia Community College System, Herndon was with the State Council of Higher Education for Virginia, where he worked as a policy adviser on student learning assessment, university research, and college transfer. Herndon was selected as an associate of the National Center for Public Policy and Higher Education just after earning a doctorate in educational policy from Virginia Tech, where he studied the economic value of higher education.

Susan Jacobs

Susan Jacobs is vice president of human resources and administration for Newport News Shipbuilding, a division of Huntington Ingalls Industries, located in Newport News, Va. She was appointed to this position in 2016 and is responsible for human resources administration, employment, labor relations and recruitment. She also has responsibility for the company's security and environmental health and safety organizations. Jacobs has worked in the human resources industry since 1986 in various positions of increasing responsibility including senior director of human resources at L-3 Vertex Aerospace LLC. Prior to her current position and since 2007, she served as director of human resources and administration for Ingalls Shipbuilding in Pascagoula, MS. She earned a bachelor's degree in political science in 1984 and an MBA in marketing emphasis from the University of Southern Mississippi. Jacobs is also a graduate of Leadership Mississippi and the Gulf Coast Business Council Master's Program. She currently holds the Senior Professional in Human Resources and Senior Certified Professional certifications from the Society for Human Resource Management.

Matthew James

Matthew James oversees the Peninsula Council for Workforce Development, a regional economic development organization focused on work force development. He provides leadership for its non-federal and federal divisions including business and industry development, employer cluster activities, educational initiatives, Workforce Investment Board management and oversight for the Peninsula Worklink One Stop Career Centers. James previously served as the executive vice president and vice president of work

force development for the Peninsula Alliance for Economic Development. He has also been the director of economic development for Portsmouth and served in several staff positions for Chesapeake's economic development department. He has also worked in brand management for Kraft Foods and with the First National Bank of Chicago. James has an MBA from the Kellogg School of Management at Northwestern University and a bachelor's in economics from Hampton University. He also serves in the Virginia House of Delegates representing the 80th District, which includes parts of Portsmouth, Norfolk and Chesapeake.

Virginia's Innovation Economy

Monique Adams

As Executive Director, Monique worked with the Board to launch 757 Angels. Since launching in 2015, 757 Angels has grown to one of the larger angel groups in the country with over 100 members/investors and injected over \$15 Million of capital into startup and early stage companies. Through 757 Angels' regional platform, Monique has leadership roles in building and strengthening the entrepreneurial ecosystem. Monique has an extensive financial services background with senior finance positions at both the Bank of America in Norfolk and JP Morgan Chase in New York City and Los Angeles. Corporate clients in Hampton Roads included Dollar Tree, Colonial Williamsburg Foundation, Standard Forms, The Finance Company and the Navy Exchange Command. Monique's educational background includes an undergraduate Business degree from the University of Southern California.

Shannon Blevins

Shannon Blevins serves as the Associate Vice Chancellor for Economic Development and Engagement for The University of Virginia's College at Wise, where she leads the College's economic outreach efforts. In doing so, she works to create opportunities for government, non-profit organizations, businesses, and higher education to work together to further the progress of the region. As part of her role, Shannon also supports UVA-Wise's offsite location - the Southwest Virginia Higher Education Center in Abingdon (SWHEC). Most recently, Shannon, along with fellow Appalachian Prosperity Project leaders, facilitated regional efforts to develop the Blueprint for Entrepreneurial Growth and Economic Prosperity in Southwest Virginia as well as the Blueprint for Attracting and Sustaining Advanced Manufacturing in Southwest Virginia. She holds a master's degree in Business Management and Organizational Development from Averett University, a B.A. in Business and Public Administration from The University of Virginia's College at Wise, and a Certificate in Leadership Development through Darden Executive Education. She has also completed the Management Leadership Program through Harvard's Graduate School of Education.

Ted Chandler

Ted is the Co-Founder and Managing Director of NRV based in Richmond, VA and offers more than 30 years of C-suite leadership, strategic experience and board service to the Virginia entrepreneurial and innovation ecosystem. As a community leader, Ted currently serves on the Board of Directors of the Capital Region Collaborative, VCU Massey Cancer Center, Richmond Performing Arts Center, Virginia Foundation for Independent Colleges, and the Richmond Region Management Roundtable. Previously, Ted served as Chairman and CEO of LandAmerica Financial Group, Inc. (Fortune 500) and as Lead Director of Hilb, Rogal and Hobbs Co. (NYSE). He began his career as an attorney at Williams Mullen where he specialized in business, mergers and acquisitions, and securities law. He graduated with a Bachelors in Accounting from the University of Virginia and holds a J.D. from the University of Richmond T.C. Williams School of Law.

Tom Weithman

Tom is Managing Director of CIT GAP Funds, a family of seed and early-stage venture funds focused on making equity investments in the Commonwealth of Virginia's most promising tech, life science and clean tech companies. Weithman manages all day-to-day fund operations, investment strategy, and portfolio management activity for CIT GAP Funds. Building on the success of CIT GAP Funds, Weithman helped found the MACH37 Cyber Accelerator in 2013. The nation's first accelerator focused purely on cyber security start-ups, MACH37 offers development services to 12-14 globally-sourced information security companies

each year. MACH37 accelerates the path to market for these companies through a structured program of company formation, seed investment and strategic mentorship and guidance. In addition to advisory roles with a number of portfolio companies, Weithman is a Director of the Mid Atlantic Venture Association (MAVA) and the Northern Virginia Chamber of Commerce and a member of the Fairfax County Economic Planning Commission. Weithman holds a Bachelor's degree from the University of Notre Dame, an MBA from Michigan State University and a Master's degree in Public Administration from Harvard's John F. Kennedy School of Government.

Charting Virginia's Economic Future

Ryan Dunn

Ryan serves as the executive vice president of corporate and government affairs for the Virginia Chamber of Commerce. He also serves as the executive director of both the Chamber's Political Action Committee and the Chamber's voter education and motivation program, Virginia Wins. Ryan has worked in both official and political capacities for former United States Senator and Governor of Virginia, George F. Allen. He has also worked at the National Republican Senatorial Committee and the Northern Virginia Technology Council since graduating from the University of Virginia. Ryan is a graduate of the University of Virginia and of the Sorensen Institute for Political Leaders at the University of Virginia.

Paul Logan

Paul serves as vice president of communications for the Virginia Chamber of Commerce. Before joining the Virginia Chamber in March of 2015, Paul served as a communications adviser to House Speaker Bill Howell. Paul has served as communications director for multiple statewide campaigns and as a press aide in the administration of Governor Bob McDonnell. Paul graduated from Tulane University with a degree in English and economics and a minor in political science. He has completed the UVA Sorensen Institute Emerging Leaders Program and serves on the Virginia21 Young Professionals Advisory Council.

Chris Saxman

Chris is the Executive Director of Virginia FREE a non-partisan, non-profit established in 1988 that informs the business community in order to advance free enterprise and responsible, pro-business government. Before joining Virginia FREE, Chris served in the Virginia House of Delegates from 2002 to 2010. Chris has served as the General Manager of his family's bottled water business based in Staunton, Virginia from 1995 until 2010. As part of his commitment to the industry, Saxman became the Chairman of the Board of Directors for the International Bottled Water Association in 2007. He graduated from Washington and Lee University with a B.A. in European History in 1987.

FOIA and COIA Primer

Don Ferguson

Don is an Assistant Attorney General for the Commonwealth of Virginia. He received a BA with honors from Old Dominion University, his law degree from the University of San Francisco, a Master of Business Administration from the College of William & Mary, and Master of Laws in Taxation from Marshall Wythe School of Law at William & Mary. He joined the Office of Attorney General in 1991 in the Financial Law Section, where he has served since.

Alan Gernhardt

Alan is a senior staff attorney for the Virginia Freedom of Information Advisory Council. He has been with the Council since 2004. He earned a B.S. degree from Indiana University and a J.D. from the University of Richmond, T.C. Williams School of Law.

Rebekah Stefanski

Rebekah is the attorney for the Virginia Conflict of Interest and Ethics Advisory Council. Her duties include advising the Council on legal issues, drafting formal opinions for Council review, and providing informal guidance to filers from across Virginia. She graduated from the University of Richmond School of Law and completed her undergraduate studies at Stephen F. Austin State University in Nacogdoches, Texas

Other Distinguished Speakers

Delegate Kirk Cox

Kirk Cox serves Virginia's 66th House District. As Majority Leader, Kirk serves on the House Appropriations Committee, the Chairman of the Appropriations Committee's Higher Education Subcommittee, and a Budget Conferee. He sits on two additional Appropriations Subcommittees- the Agriculture, Commerce, Technology, and Natural Resources Subcommittee; and the Elementary and Secondary Education Appropriations Subcommittee. He serves with other senior lawmakers on the Rules Committee, where he serves as Vice Chairman, and on the Joint Rules Committee. He is also a member of the Joint Legislative Audit and Review Commission. Kirk has worked tirelessly to make Virginia the best place to live, work, and raise a family through his leadership efforts on a wide variety of issues important to his constituents. A graduate of Colonial Heights High School, Kirk holds a B.S. in both Political Science and General Social Science from James Madison University. He is a retired government teacher with 30 years in-classroom experience.

Senator Janet Howell

Janet Howell has been a Virginia State Senator since 1992, serving Virginia's 32nd Senate District. A community leader prior to running for office, Janet was a PTA president, community association president, and Chair of the State Board of Social Services. Senator Howell is one of Virginia's most influential senators. She was the first woman to serve on the powerful Senate Finance Committee. She also serves on the Courts of Justice, Education and Health, Privileges and Elections and Rules committees, and is a Senate budget conferee. Senator Howell is credited with major legal reforms. She headed the overhaul of Virginia's family violence laws. She led efforts to protect children from sexual predators. Virginia has genetic information privacy legislation due to her efforts. She spearheaded the mental health law reform in the Senate following the Virginia Tech tragedy. Education, children, and families have always been top priorities.

Governor Terence R. McAuliffe

Terry McAuliffe is the 72nd Governor of Virginia. Since being sworn-into office, Governor McAuliffe has aggressively focused on building a new Virginia economy. Whether traveling to Bedford or Beijing, Governor McAuliffe has made it clear that his number one priority is economic development and he is working hard to create and maintain jobs throughout the Commonwealth. In July 2014, Governor McAuliffe signed Executive Order 23 Establishing the New Virginia Economy Workforce Initiative. With a goal of an additional 50,000 credentials, aligning the workforce supply with demand and giving experience credit to our veterans, Governor McAuliffe wants to redesign our current workforce system to work with the needs of our communities and businesses. Governor McAuliffe previously served as Chairman of the Democratic National Committee from 2001 to 2005, was co-chairman of President Bill Clinton's 1996 re-election campaign, and was chairman of Hillary Clinton's 2008 presidential campaign. He and his wife Dorothy were married in 1988 and have five children. The Governor attended Catholic University and Georgetown Law School.

Exhibitors

Chmura Economics & Analytics

Chmura's unique approach to economic analysis is part science, skill, and experience, and part art, innovation, and creativity. Helping our clients convert data into actionable intelligence is the key to our success. In all of our project engagements, we aim to produce the kind of information that supports confident decisions and enables the realization of bold goals. Our mission is to set best practices for our industry, develop processes to meet business demands, and continuously improve our products and services in order to provide our customers with the most dynamic results possible. A desire to remain at the forefront of innovation has helped us grow our business for almost two decades. For more information, visit www.chmuraecon.com.

Ernst & Young LLP

EY is a globally integrated organization with over 240,000 people world-wide focused on our shared vision of helping to build a better working world for both the public and private sectors. Within the global Firm, our Government and Public Sector ("GPS") practice is focused on working with all the key GPS stakeholders with leading capabilities in infrastructure, education, economic analysis, economic development, public finance management, and risk mitigation. Serving more than 17,000 GPS clients world-wide, our broad and deep experience means we understand the dynamics of the sector and the underlying issues that are most critical. In addition, our integrated structure allows us to combine the best of ideas generated from both the public and private sectors to help our clients develop the best solutions for them and their specific issues. For more information, visit www.ey.com.

Mangum Economics

Mangum Economics encompasses more than two decades of experience in the economic analysis of public policy at the state and national levels. The firm has expertise in assessing the economic consequences of proposed regulations and government policies, economic impact assessment, workforce issues and economic development. When a locality wants to raise taxes, how much revenue should it expect to bring in based on future population growth? How do colleges and universities impact an area's economy? What training programs does a region require to meet its future workforce needs? Questions regarding economic impacts are essential to identifying the current and future implications of proposed government and private initiatives. Mangum Economics can provide the answers. For more information, visit www.mangumeconomics.com.

North Highland

North Highland is a global management consulting firm known for helping clients solve their most complex challenges related to customer experience, performance improvement, technology and digital, and transformation. We add value and support our clients across the full spectrum of consulting, from strategy through delivery. We bring the big ideas, then we make them real. The firm serves government and commercial organizations across the United States and around the world. Today, North Highland has 1,300+ consultants located in 23 offices across the U.S., including our Richmond office. For 13 years, we have served the Commonwealth of Virginia on over 100 projects. For more information, visit www.northhighland.com.

SIR

SIR is working with Virginia's transportation agencies to help build awareness of the important role transit plays in addressing Virginia's economic and connectivity issues. Many surveys show that a key factor in companies deciding whether to locate or grow in Virginia is the quality of the transportation system. Today, that system must be transit friendly to appeal to millennials who comprise a portion of the higher paying jobs we are trying to bring to Virginia. In fact, the recent decision by Nestle to relocate to Arlington was impacted favorably by the presence of a variety of transit options. For more information about SIR, visit www.sirhq.com.

Virginia Tech Office of Economic Development

The Office of Economic Development (OED) provides important leadership for Virginia Tech and the Commonwealth of Virginia in areas of economic development related to technology, talent, entrepreneurship, and developing the capacity of communities and the university to support all of these activities. OED continues to provide skills maps for regions around Virginia, helping industry, education, and government to better meet each other's needs and open more opportunities for individuals. These projects for Virginia regions have received national recognition as an innovative approach to the confusion created by rapid technological and economic changes. Participation with the College of Engineering in the National Science Foundation supported DC I-Corps continues OED's role in strengthening connections between Virginia Tech's main campus and strategically important regions of Virginia. For more information, visit www.econdev.vt.edu.

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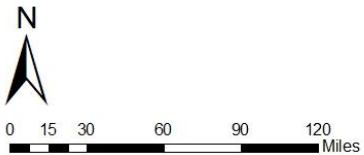
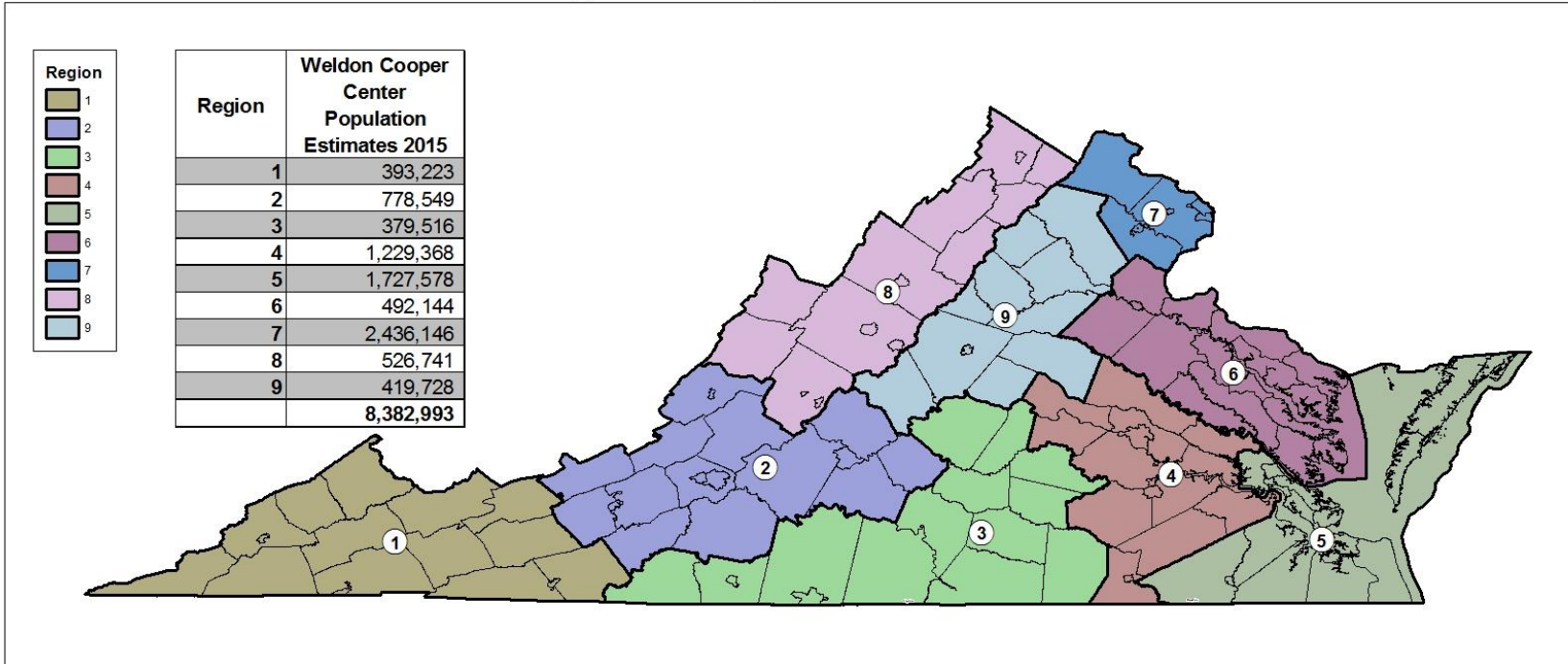


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REGIONAL BASELINE MEASURES
REGION 2



GO Virginia Regional Boundaries



Source: US Census, VA PDC



12/5/2016



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Region 2

Counties of:

- Alleghany, Amherst, Appomattox, Bedford, Botetourt, Campbell, Craig, Floyd, Franklin, Giles, Montgomery, Pulaski, Roanoke

Cities of:

- Covington, Lynchburg, Radford, Roanoke, Salem



VIRGINIA INITIATIVE FOR
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Data Included

- **Population**
 - Population Trends
- **Income and Wealth**
 - Per Capita Income
 - Percent of Population in Poverty
- **Employment**
 - Total Employment
 - Unemployment Rate
- **Industry**
 - Employment Trends by Industry Sector
 - Relative Concentration (Location Quotients) by Sector
 - Wages by Industry Sector



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Data Included

- **Labor Force**
 - Labor Force Participation Rate
 - Commuting inflow/outflow
 - Educational Attainment
- **Firm Growth**
 - Jobs Created by Young Companies (5 years old or less)
 - Jobs Created by Small Companies (less than 20 employees)
 - Sole Proprietorships



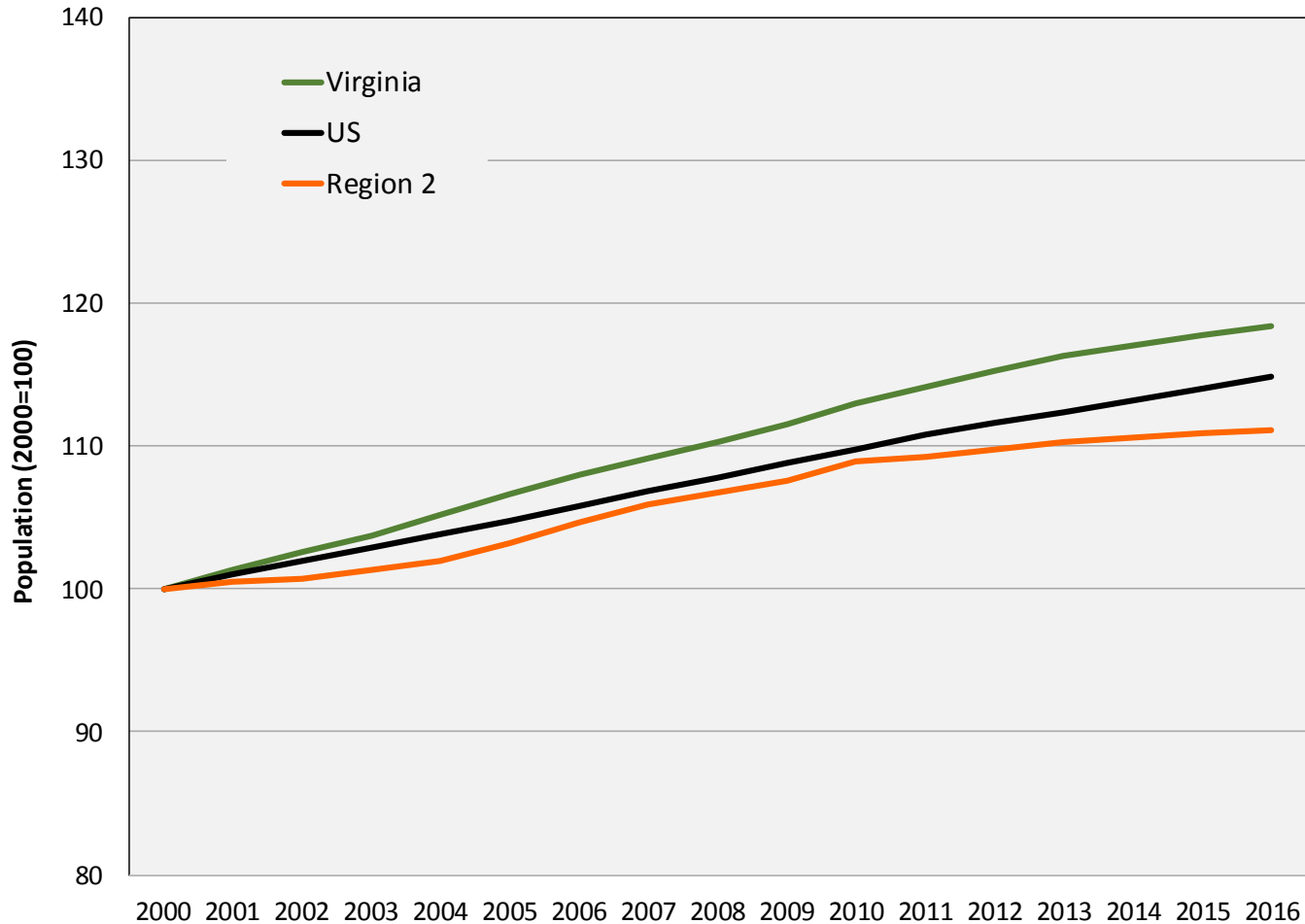
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Population



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IN EACH REGION

Population Trends



Source: US Census Bureau, Population Estimates Programs



Population Trends

Population Trends: Region 2

	2000	2010	2016	Annual Growth (00-10)	Annual Growth (10-16)
United States	281,424,600	308,745,538	323,127,513	0.9%	0.8%
Virginia	7,105,817	8,025,773	8,411,808	1.2%	0.8%
Region 2	700,085	762,386	777,919	0.9%	0.3%
Alleghany	17,213	16,212	15,595	-0.6%	-0.6%
Amherst	31,854	32,386	31,633	0.2%	-0.4%
Appomattox	13,692	15,036	15,475	0.9%	0.5%
Bedford	60,472	75,003	77,960	2.2%	0.6%
Botetourt	30,648	33,181	33,231	0.8%	0.0%
Campbell	51,082	54,929	54,952	0.7%	0.0%
Craig	5,073	5,175	5,158	0.2%	-0.1%
Floyd	13,909	15,354	15,731	1.0%	0.4%
Franklin	47,546	56,183	56,069	1.7%	0.0%
Giles	16,738	17,316	16,857	0.3%	-0.4%
Montgomery	83,799	94,597	98,602	1.2%	0.7%
Pulaski	35,144	34,806	34,203	-0.1%	-0.3%
Roanoke	85,744	92,408	94,031	0.8%	0.3%
Covington city	6,281	5,952	5,518	-0.5%	-1.3%
Lynchburg city	65,330	75,704	80,212	1.5%	1.0%
Radford city	15,872	16,450	17,483	0.4%	1.0%
Roanoke city	94,941	96,777	99,660	0.2%	0.5%
Salem city	24,747	24,917	25,549	0.1%	0.4%

Source: US Census Bureau, Population Estimates Programs



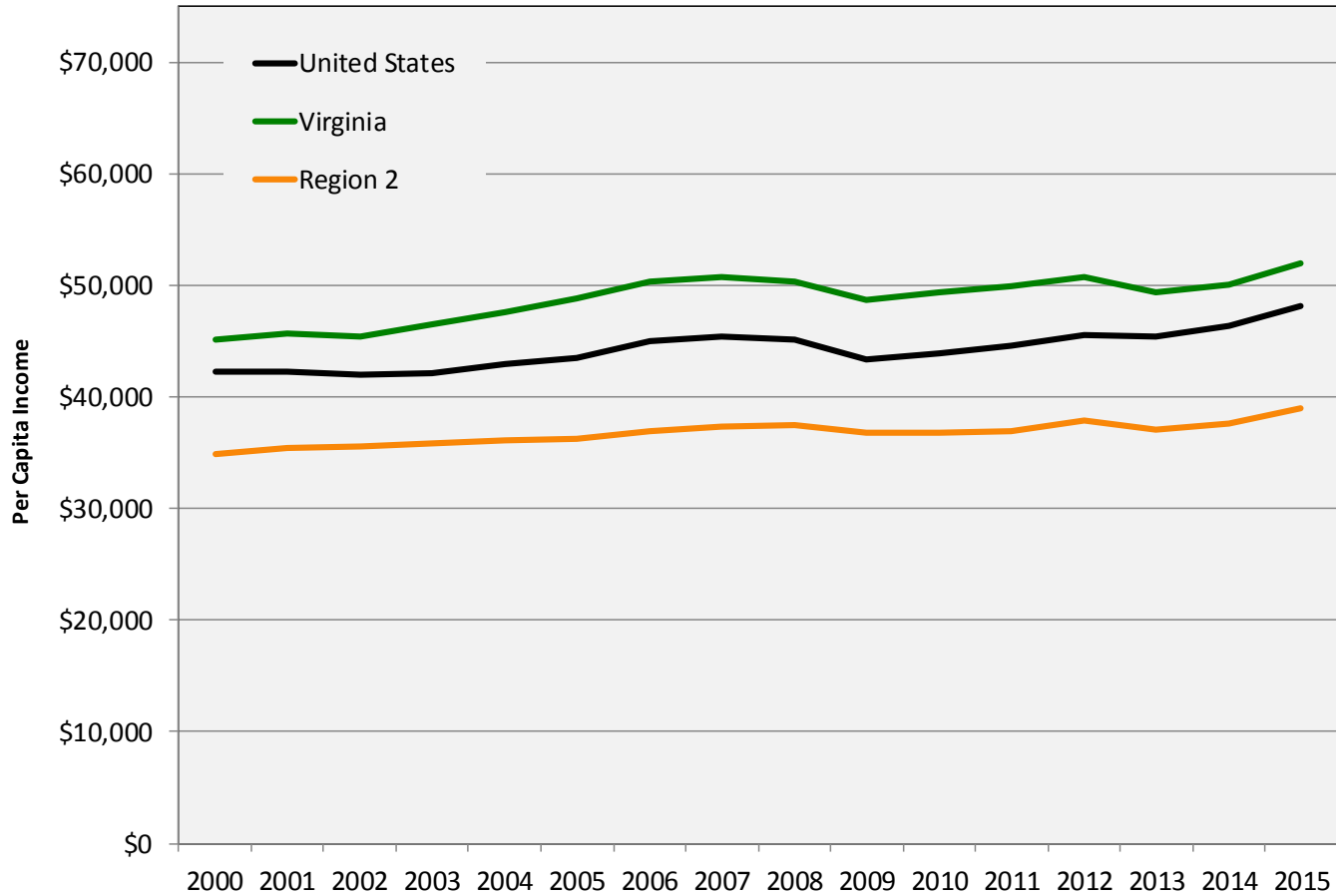
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Income and Wealth



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IN EACH REGION

Per Capita Income



Source: US Bureau of Economic Analysis, PCI adjusted for 2015 dollars



Per Capita Income

Per Capita Income: Region 2

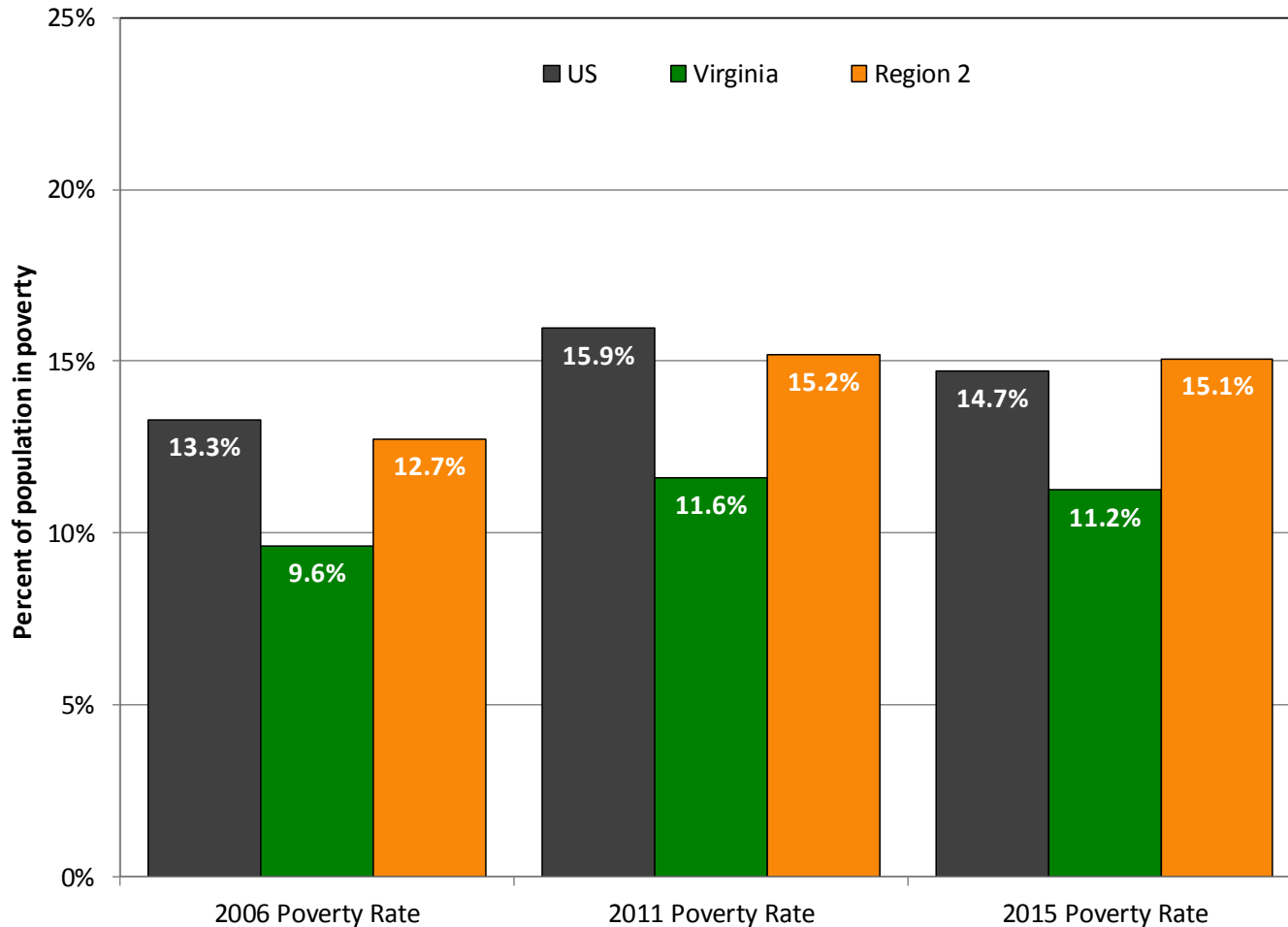
	2000	2010	2015	Annual Growth (00-10)	Annual Growth (10-15)
United States	\$42,231	\$43,902	\$48,112	0.4%	1.5%
Virginia	\$45,144	\$49,421	\$52,052	0.9%	0.9%
Region 2	\$34,930	\$36,863	\$39,012	0.5%	0.9%
Alleghany + Covington, VA*	\$31,805	\$34,886	\$36,989	0.9%	1.0%
Amherst	\$29,954	\$32,407	\$33,981	0.8%	0.8%
Appomattox	\$34,147	\$33,472	\$34,915	-0.2%	0.7%
Bedford	\$39,928	\$39,439	\$41,514	-0.1%	0.9%
Botetourt	\$40,998	\$42,870	\$46,811	0.4%	1.5%
Campbell + Lynchburg, VA*	\$33,919	\$34,789	\$35,559	0.3%	0.4%
Craig	\$31,634	\$32,198	\$34,690	0.2%	1.3%
Floyd	\$29,431	\$32,218	\$34,703	0.9%	1.2%
Franklin	\$33,042	\$34,169	\$36,668	0.3%	1.2%
Giles	\$29,696	\$34,027	\$37,295	1.4%	1.5%
Montgomery + Radford, VA*	\$27,503	\$30,123	\$33,184	0.9%	1.6%
Pulaski	\$32,739	\$33,141	\$36,770	0.1%	1.7%
Roanoke + Salem, VA*	\$43,476	\$45,643	\$48,047	0.5%	0.9%
Roanoke city	\$34,758	\$39,567	\$40,947	1.3%	0.6%

Source: US Bureau of Economic Analysis, PCI adjusted for 2015 dollars



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Percent of Population in Poverty



Source: US Census Bureau, Small Area Income and Poverty Estimates



Percent of Population in Poverty

Poverty Trends: Region 2

	2006 Poverty Rate	2011 Poverty Rate	2015 Poverty Rate
United States	13.3%	15.9%	14.7%
Virginia	9.6%	11.6%	11.2%
Region 2	12.7%	15.2%	15.1%
Alleghany	12.1%	13.5%	18.2%
Amherst	11.8%	13.4%	15.0%
Appomattox	13.3%	14.8%	14.2%
Bedford	7.9%	9.2%	9.1%
Botetourt	6.0%	7.5%	7.4%
Campbell	11.8%	15.2%	11.7%
Craig	10.6%	12.2%	11.9%
Floyd	13.4%	13.5%	11.9%
Franklin	10.6%	13.1%	13.1%
Giles	11.0%	12.6%	10.6%
Montgomery	20.3%	22.5%	20.8%
Pulaski	14.1%	16.5%	15.0%
Roanoke	5.3%	8.0%	7.3%
Covington city	14.6%	16.3%	18.3%
Lynchburg city	19.1%	22.1%	23.1%
Radford city	24.0%	26.8%	32.8%
Roanoke city	16.7%	19.5%	21.3%
Salem city	9.4%	11.1%	10.2%

Source: US Census Bureau, Small Area Income and Poverty Estimates



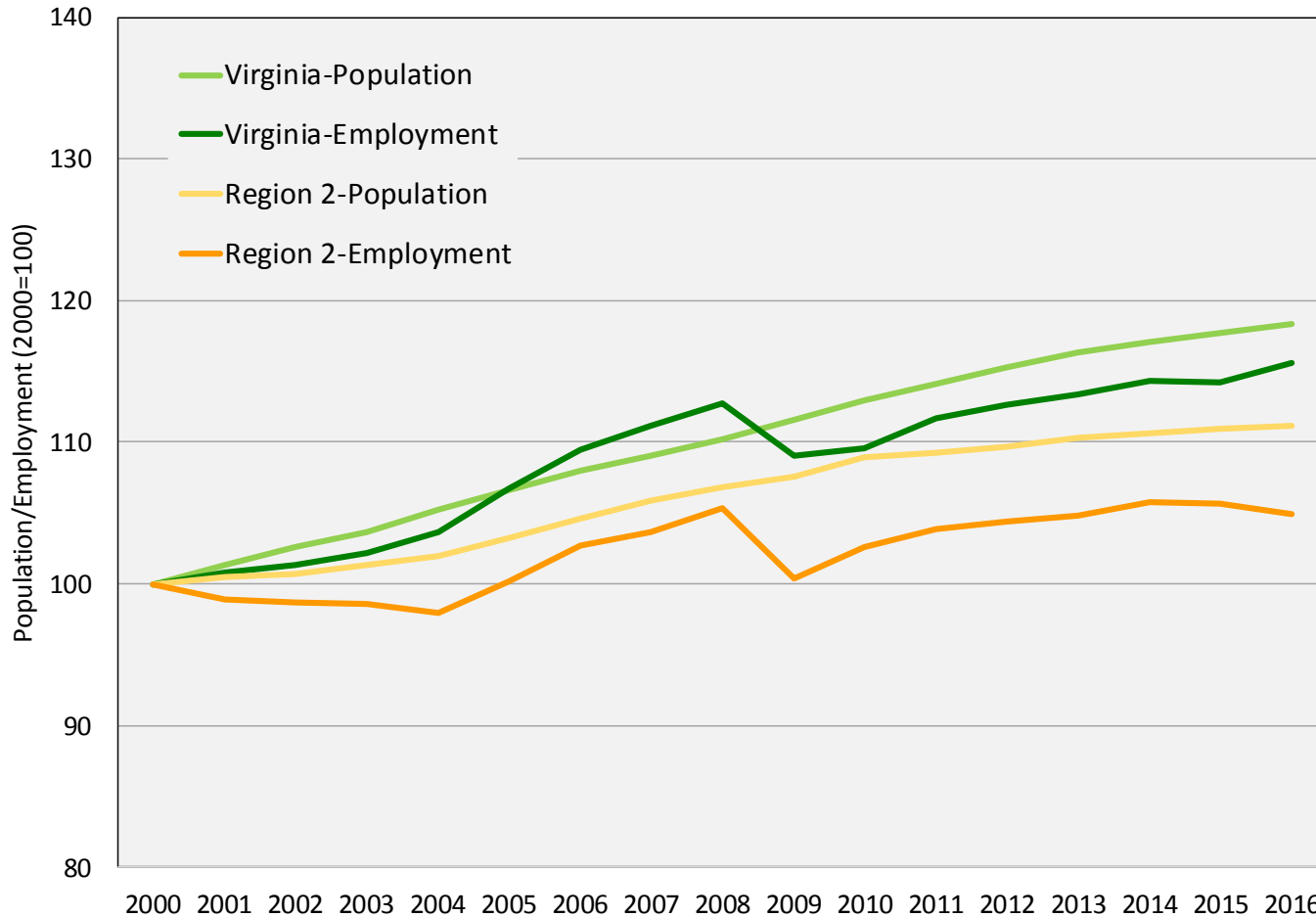
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Employment



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Total Employment



Source: US Census Bureau Population Estimates, US Bureau of Labor Statistics Local Area Unemployment Statistics (2016 preliminary)



Total Employment

Employment Trends: Region 2

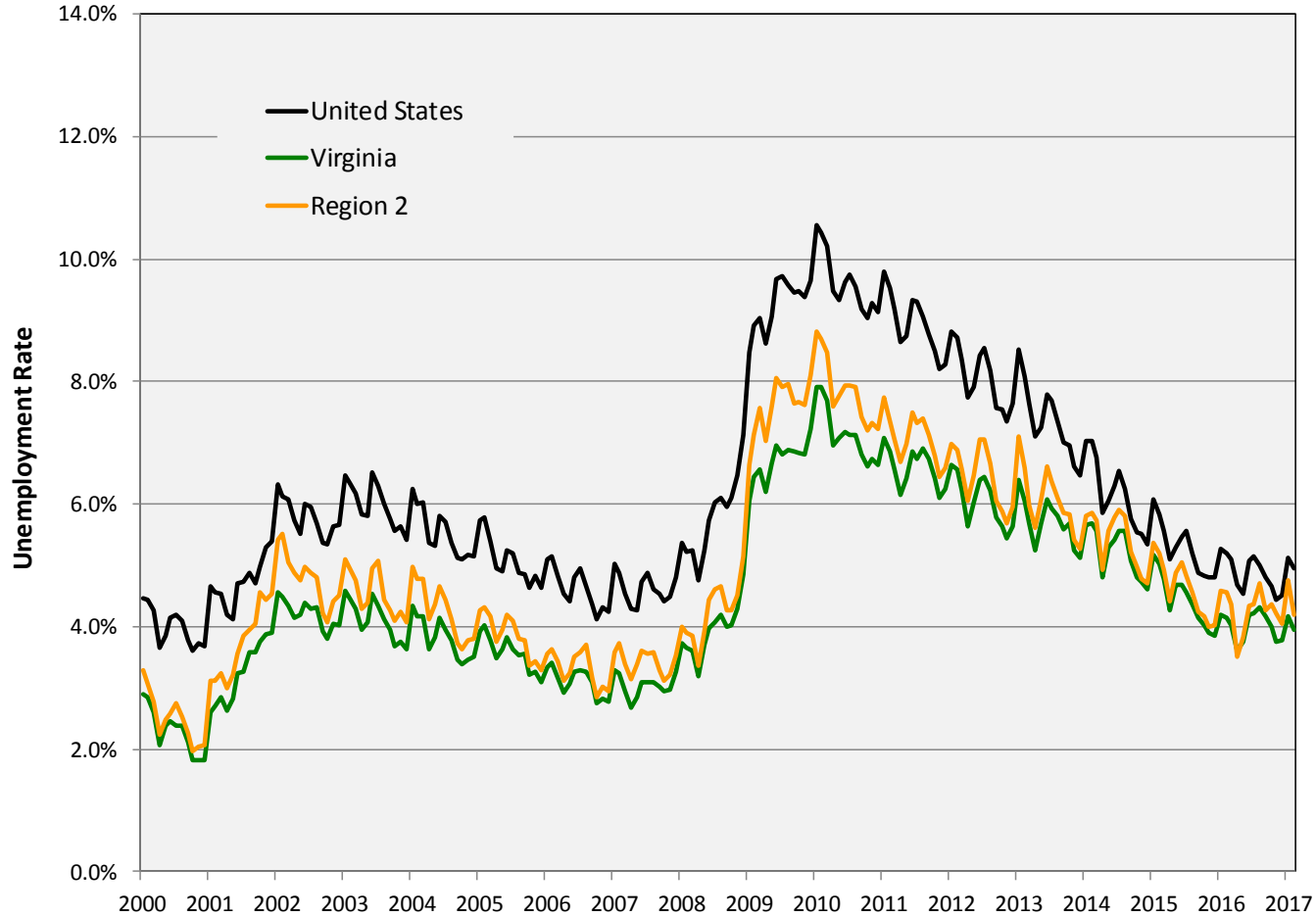
	2000	2010	2016	Annual Growth (00-10)	Annual Growth (10-16)
United States	136,891,000	139,064,000	151,436,000	0.2%	1.4%
Virginia	3,522,865	3,860,386	4,070,260	0.9%	0.9%
Region 2	345,475	354,578	362,604	0.3%	0.4%
Alleghany	7,496	7,264	6,581	-0.3%	-1.6%
Amherst	15,082	15,030	14,626	0.0%	-0.5%
Appomattox	6,599	6,711	6,632	0.2%	-0.2%
Bedford	34,038	36,302	36,031	0.6%	-0.1%
Botetourt	16,178	16,559	16,789	0.2%	0.2%
Campbell	25,892	25,614	24,940	-0.1%	-0.4%
Craig	2,442	2,247	2,289	-0.8%	0.3%
Floyd	6,717	7,567	7,849	1.2%	0.6%
Franklin	23,645	25,216	25,569	0.6%	0.2%
Giles	7,467	7,507	7,563	0.1%	0.1%
Montgomery	39,784	44,140	47,440	1.0%	1.2%
Pulaski	16,607	15,091	15,493	-1.0%	0.4%
Roanoke	45,205	46,137	47,637	0.2%	0.5%
Covington city	2,785	2,403	2,243	-1.5%	-1.1%
Lynchburg city	30,034	32,798	33,421	0.9%	0.3%
Radford city	7,227	7,060	7,955	-0.2%	2.0%
Roanoke city	45,553	45,022	47,096	-0.1%	0.8%
Salem city	12,724	11,910	12,451	-0.7%	0.7%

Source: US BLS Local Area Unemployment Statistics (2016 preliminary)



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Unemployment Rate



Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics



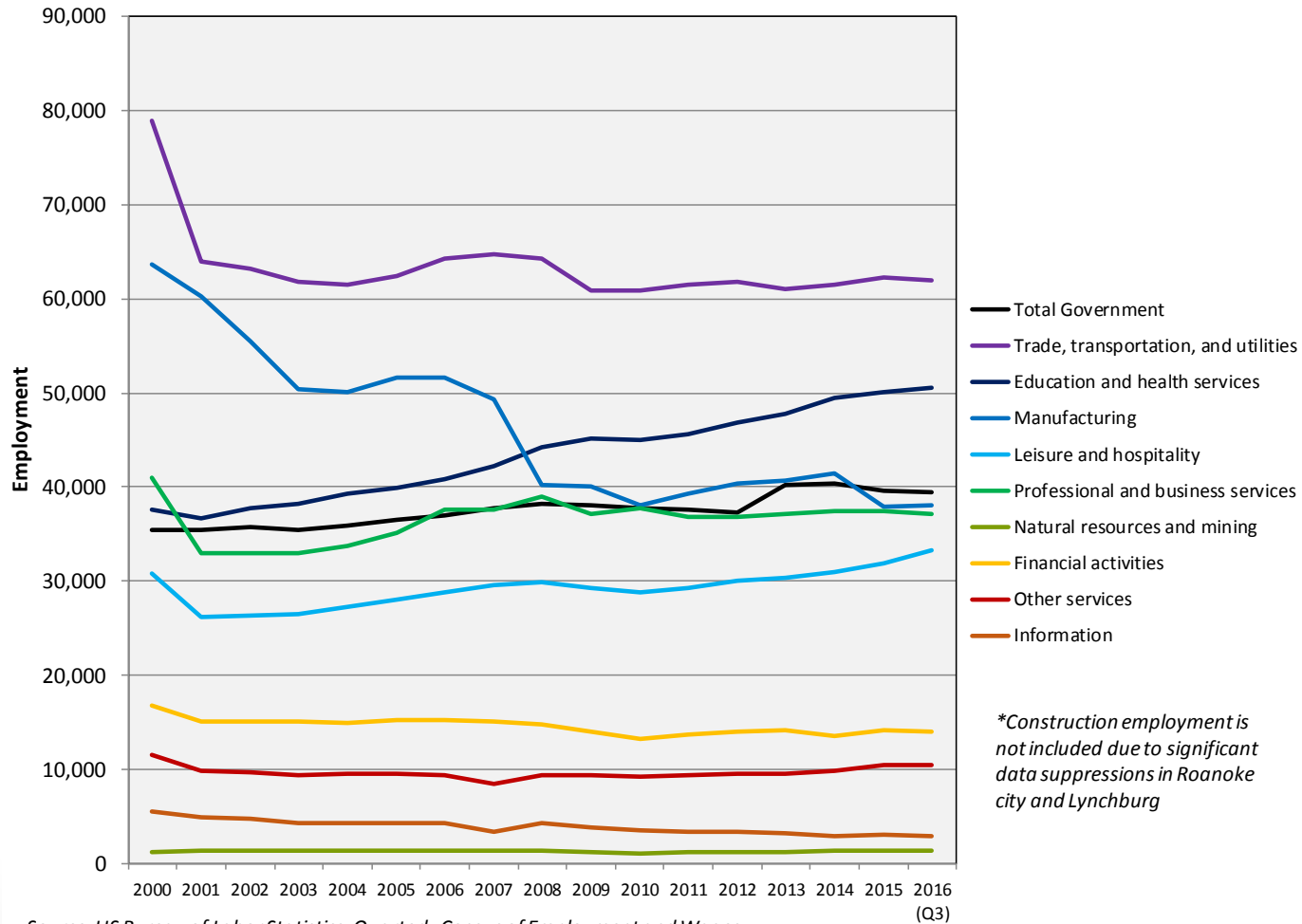
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Industry



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Employment Trends by Industry Sector



Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages

**Construction employment is not included due to significant data suppressions in Roanoke city and Lynchburg*



Employment Trends by Industry Sector

Region 2: Industry Sectors, 2015*

Sector	Employment#	LQ	Region 2 Avg Wage	US Avg Wage
Trade, transportation, and utilities	62,351	1.00	\$33,258	\$44,321
Education and health services	50,158	1.02	\$45,666	\$47,383
Manufacturing	37,869	1.32	\$54,667	\$64,305
Professional and business services	37,508	0.82	\$46,603	\$69,270
Leisure and hospitality	31,859	0.90	\$14,791	\$21,807
Local government	27,518	0.85	\$35,340	\$47,573
Financial activities	14,186	0.78	\$50,711	\$87,915
Construction	13,044	0.87	\$43,022	\$57,009
Other services	10,420	1.03	\$26,982	\$35,116
State government	7,211	0.68	\$40,492	\$55,878
Federal government	4,919	0.76	\$69,160	\$77,900
Information	2,973	0.46	\$51,673	\$95,098
Natural resources and mining	1,418	0.30	\$36,891	\$58,461

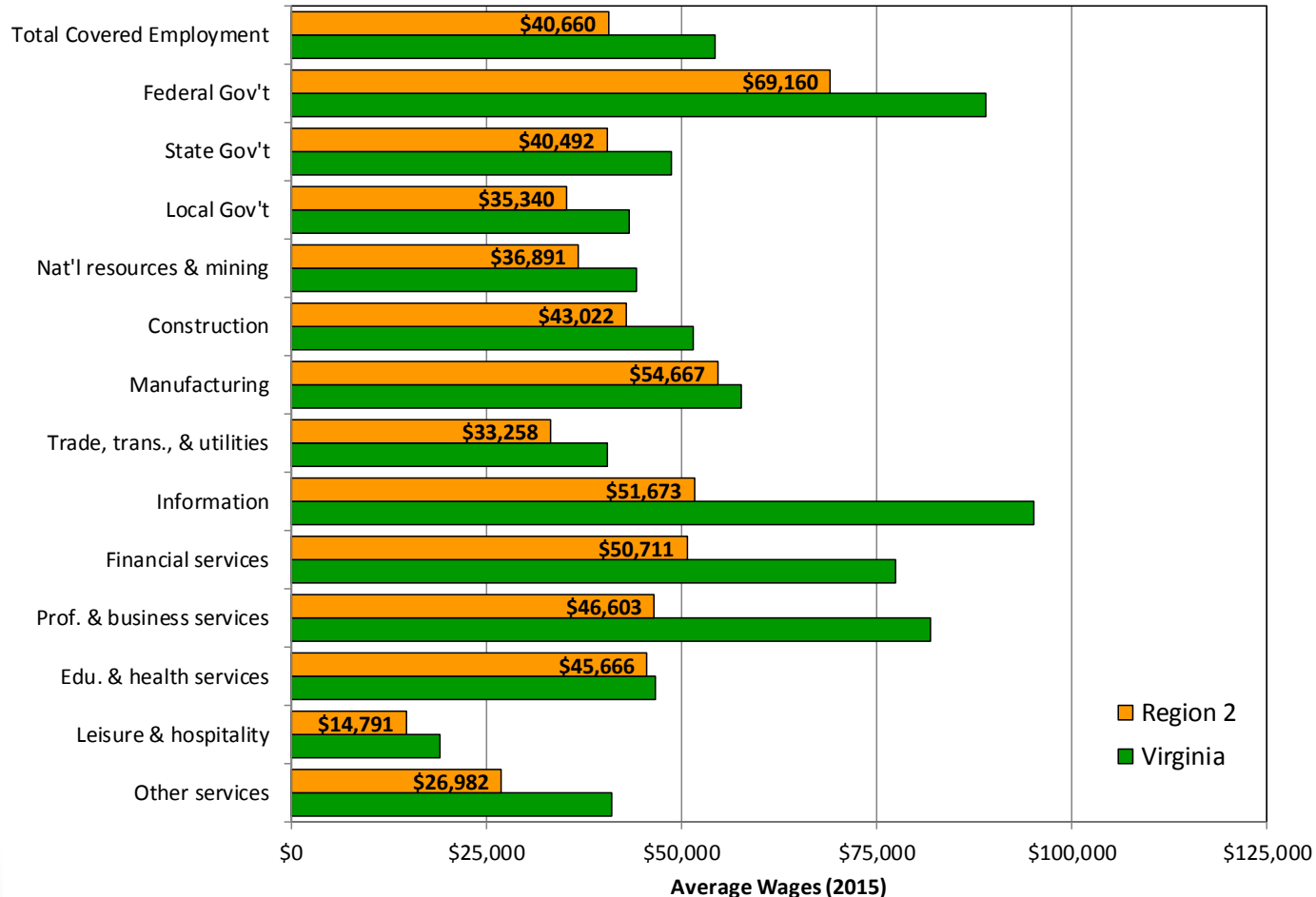
Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages

*2015 is the most recently available complete year

#Does not include suppressed employment



Industry Wages by Sector



Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages



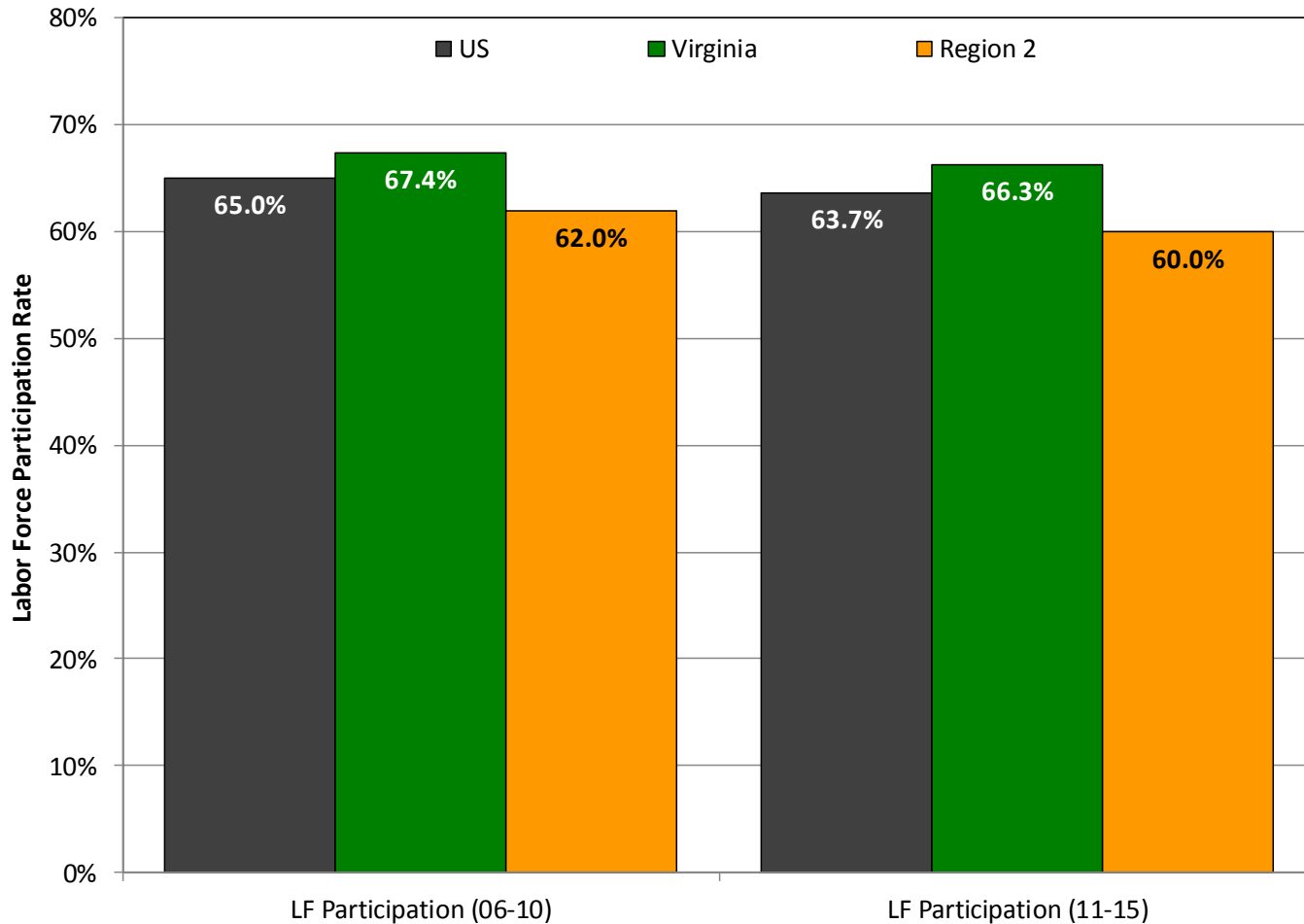
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Labor Force



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Labor Force Participation Rate



Source: US Census Bureau, 2006-2010 and 2011-2015 American Community Surveys



Labor Force Participation Rate

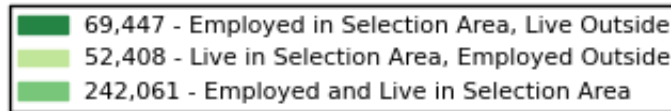
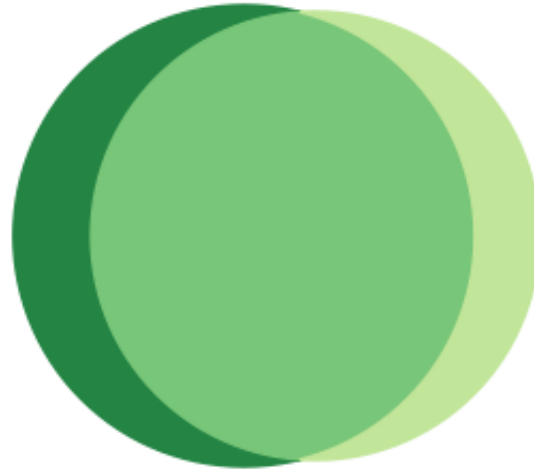
Labor Force Participation Rate: Region 2

	LF Participation (06-10)	LF Participation (11-15)
United States	65.0%	63.7%
Virginia	67.4%	66.3%
Region 2	62.0%	60.0%
Alleghany	58.5%	51.9%
Amherst	61.4%	59.1%
Appomattox	63.3%	57.2%
Bedford	64.7%	61.1%
Botetourt	64.4%	62.7%
Campbell	63.7%	61.8%
Craig	66.0%	53.5%
Floyd	63.4%	63.2%
Franklin	59.7%	57.6%
Giles	55.9%	57.6%
Montgomery	59.7%	58.4%
Pulaski	59.0%	58.0%
Roanoke	67.3%	62.6%
Covington city	55.5%	52.3%
Lynchburg city	59.7%	57.9%
Radford city	52.9%	49.8%
Roanoke city	63.1%	63.9%
Salem city	61.8%	62.9%

Source: US Census Bureau, 2006-2010 and 2011-2015 American Community Surveys

Commuting (Inflow/Outflow)

Inflow/Outflow Job Counts in 2014



Inflow/Outflow Job Counts (Primary Jobs): Region 2

	2014	
	Count	Share
Employed in the Selection Area	311,508	100.00%
Employed in the Selection Area but Living Outside	69,447	22.30%
Employed and Living in the Selection Area	242,061	77.70%
Living in the Selection Area	294,469	100.00%
Living in the Selection Area but Employed Outside	52,408	17.80%
Living and Employed in the Selection Area	242,061	82.20%

Source: US Census Bureau, Longitudinal Employer-Household Dynamics OnTheMap, 2014



Commuting (Inflow/Outflow)

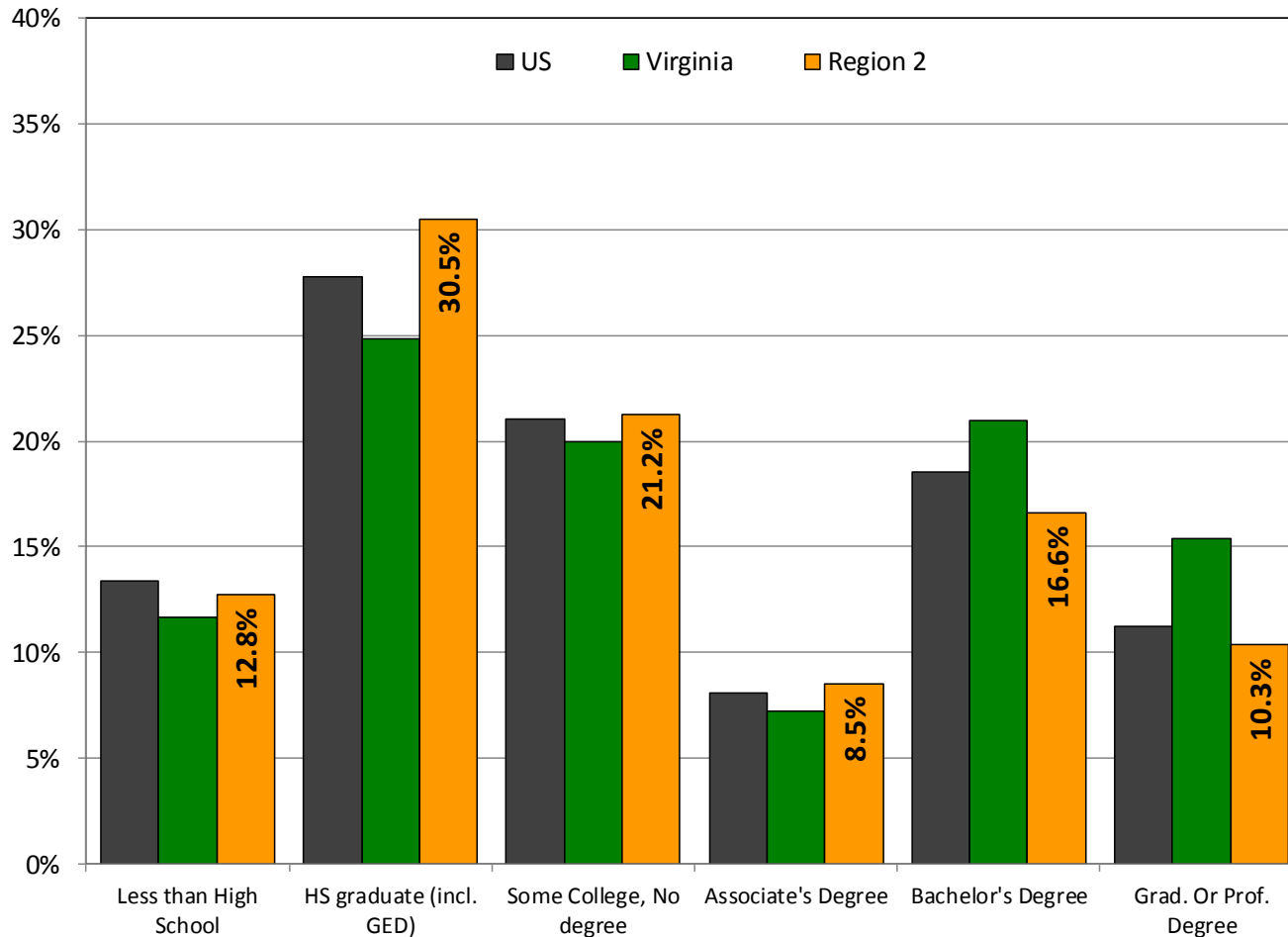
Commuting Patterns: Region 2

	Employed in Selection Area	Employed in the Selection Area but Living Outside		Employed and Living in the Selection Area		Living in the Selection Area	Living in the Selection Area but Employed Outside		Living and Employed in the Selection Area	
Virginia	3,313,939	286,033	8.6%	3,027,906	91.4%	3,377,666	349,760	10.4%	3,027,906	89.6%
Region 2	311,508	69,447	22.3%	242,061	77.7%	294,469	52,408	17.8%	242,061	82.2%
Alleghany	3,319	1,939	58.4%	1,380	41.6%	5,897	4,517	76.6%	1,380	23.4%
Amherst	9,129	5,784	63.4%	3,345	36.6%	12,952	9,607	74.2%	3,345	25.8%
Appomattox	2,568	1,416	55.1%	1,152	44.9%	6,978	5,826	83.5%	1,152	16.5%
Bedford	17,754	9,961	56.1%	7,793	43.9%	31,225	23,432	75.0%	7,793	25.0%
Botetourt	9,618	6,715	69.8%	2,903	30.2%	14,171	11,268	79.5%	2,903	20.5%
Campbell	16,314	10,986	67.3%	5,328	32.7%	21,775	16,447	75.5%	5,328	24.5%
Craig	576	229	39.8%	347	60.2%	1,927	1,580	82.0%	347	18.0%
Floyd	2,660	1,008	37.9%	1,652	62.1%	5,908	4,256	72.0%	1,652	28.0%
Franklin	13,960	5,870	42.0%	8,090	58.0%	20,527	12,437	60.6%	8,090	39.4%
Giles	4,371	2,345	53.6%	2,026	46.4%	6,393	4,367	68.3%	2,026	31.7%
Montgomery	37,245	19,477	52.3%	17,768	47.7%	30,643	12,875	42.0%	17,768	58.0%
Pulaski	12,876	7,761	60.3%	5,115	39.7%	13,690	8,575	62.6%	5,115	37.4%
Roanoke	35,253	25,137	71.3%	10,116	28.7%	41,297	31,181	75.5%	10,116	24.5%
Covington city	3,351	2,693	80.4%	658	19.6%	2,335	1,677	71.8%	658	28.2%
Lynchburg city	45,495	32,695	71.9%	12,800	28.1%	25,421	12,621	49.6%	12,800	50.4%
Radford city	7,224	5,959	82.5%	1,265	17.5%	4,480	3,215	71.8%	1,265	28.2%
Roanoke city	66,657	49,325	74.0%	17,332	26.0%	38,702	21,370	55.2%	17,332	44.8%
Salem city	23,138	20,146	87.1%	2,992	12.9%	10,148	7,156	70.5%	2,992	29.5%

Source: US Census Bureau, Longitudinal Employer-Household Dynamics OnTheMap, 2014



Educational Attainment



Source: US Census Bureau, 2011-2015 American Community Survey



Educational Attainment

Educational Attainment: Region 2

	2006-2010						2011-2015					
	Less than High School	HS graduate (incl. GED)	Some College, No degree	Associate's Degree	Bachelor's Degree	Grad. Or Prof. Degree	Less than High School	HS graduate (incl. GED)	Some College, No degree	Associate's Degree	Bachelor's Degree	Grad. Or Prof. Degree
United States	14.9%	29.0%	20.6%	7.5%	17.6%	10.3%	13.3%	27.8%	21.1%	8.1%	18.5%	11.2%
Virginia	13.9%	26.0%	19.6%	6.7%	19.9%	13.9%	11.7%	24.8%	19.9%	7.3%	21.0%	15.4%
Region 2	16.1%	31.7%	20.7%	7.6%	14.9%	8.9%	12.8%	30.5%	21.2%	8.5%	16.6%	10.3%
Alleghany	18.2%	38.3%	18.8%	9.9%	9.7%	5.2%	16.4%	36.9%	22.3%	8.6%	9.9%	5.8%
Amherst	21.7%	35.0%	20.9%	6.8%	10.1%	5.5%	17.2%	35.7%	20.7%	8.1%	12.2%	6.1%
Appomattox	20.2%	41.9%	20.6%	5.5%	7.7%	4.1%	16.0%	36.1%	21.4%	8.8%	10.1%	7.6%
Bedford	15.0%	32.8%	21.2%	7.1%	15.5%	8.5%	11.9%	31.0%	21.9%	8.5%	17.3%	9.4%
Botetourt	10.9%	35.9%	21.3%	9.1%	16.1%	6.8%	8.9%	35.0%	21.4%	8.5%	17.7%	8.5%
Campbell	17.4%	35.8%	22.1%	8.4%	12.2%	4.1%	15.2%	36.1%	21.4%	8.1%	12.3%	6.9%
Craig	16.6%	39.7%	20.5%	9.6%	8.4%	5.2%	10.4%	48.4%	19.7%	6.8%	11.8%	2.9%
Floyd	20.6%	34.4%	18.7%	7.0%	14.0%	5.3%	16.8%	35.6%	20.8%	8.6%	12.1%	6.0%
Franklin	20.0%	37.0%	21.2%	6.6%	9.5%	5.7%	16.0%	32.0%	23.4%	8.1%	13.1%	7.5%
Giles	19.7%	37.4%	21.0%	5.9%	10.1%	6.0%	16.0%	40.0%	19.5%	8.6%	9.5%	6.3%
Montgomery	11.9%	24.2%	17.4%	7.2%	18.9%	20.5%	8.7%	21.8%	16.3%	7.4%	23.2%	22.5%
Pulaski	20.9%	33.7%	20.3%	11.2%	9.7%	4.2%	16.0%	34.2%	21.5%	10.5%	11.4%	6.4%
Roanoke	10.3%	26.0%	22.5%	8.6%	21.2%	11.3%	8.1%	26.4%	21.4%	10.0%	22.7%	11.4%
Covington city	19.1%	39.3%	23.6%	7.6%	6.5%	3.9%	16.8%	43.5%	22.9%	7.6%	6.0%	3.3%
Lynchburg city	16.9%	28.7%	20.4%	5.7%	17.5%	10.8%	11.7%	25.1%	22.3%	7.8%	19.9%	13.2%
Radford city	11.1%	24.7%	19.4%	9.6%	22.3%	12.8%	10.6%	22.6%	19.0%	12.3%	20.7%	14.8%
Roanoke city	19.2%	30.4%	21.1%	7.4%	14.2%	7.8%	15.6%	30.4%	22.5%	7.9%	14.8%	8.8%
Salem city	12.5%	31.3%	19.4%	7.7%	18.0%	11.1%	10.0%	29.8%	22.0%	9.8%	17.1%	11.3%

Source: US Census Bureau, 2006-2010 and 2011-2015 American Community Surveys



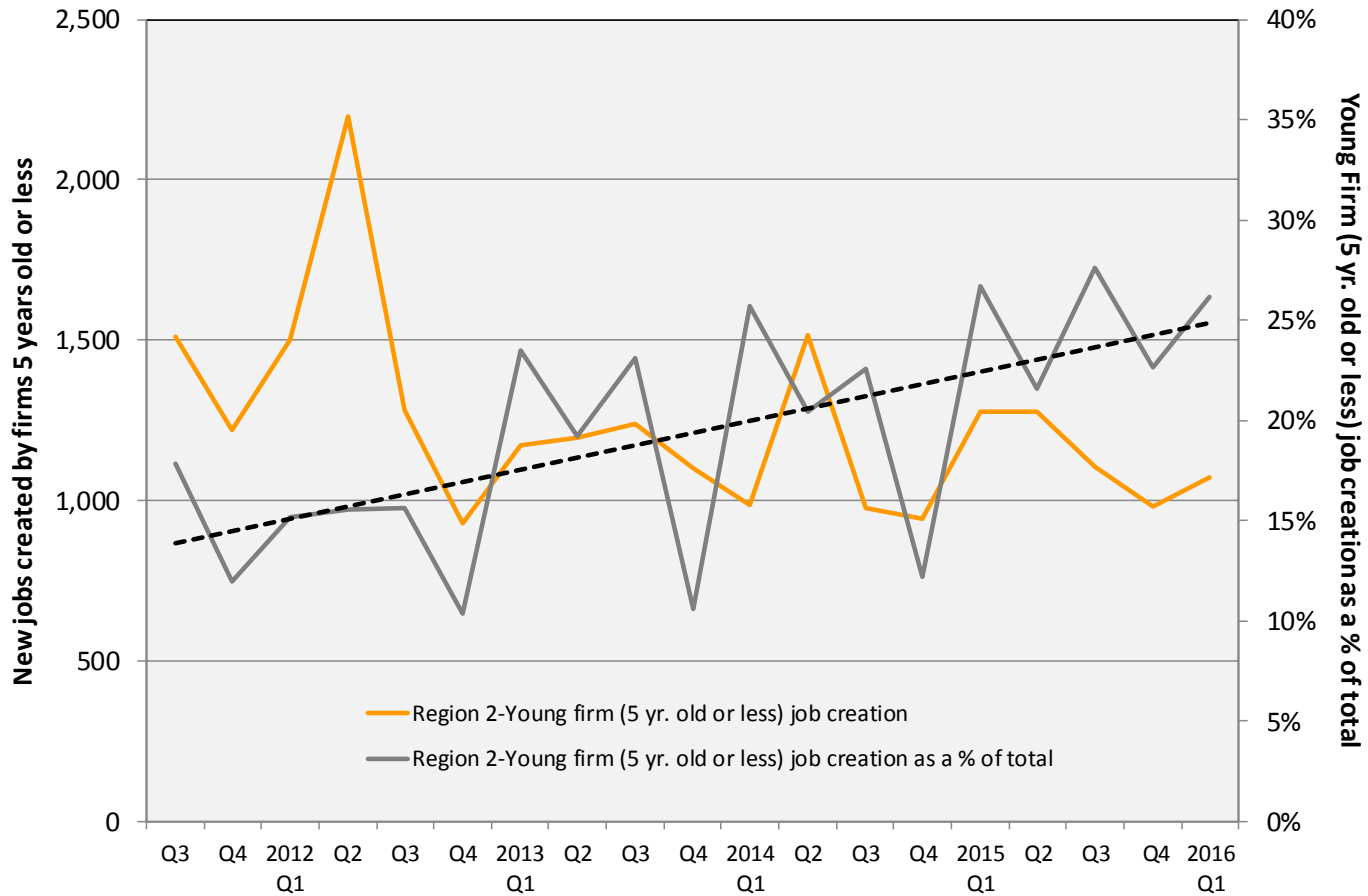
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OPPORTUNITY**
IN EACH REGION

Firm Growth



VIRGINIA INITIATIVE FOR
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 IN EACH REGION

Jobs Created by Young Companies (5 years old or less)



Source: US Census Bureau, Longitudinal Employer-Household Dynamics, Quarterly Workforce Indicators



Jobs Created by Young Companies (5 years old or less)

Region 2: Young firm (5 yrs old or less) job creation

	2012 Average	2015 Average	2012 as a % of Total	2015 as a % of Total
US	1,542,135	1,674,953	25.2%	26.7%
Virginia	42,118	39,288	19.4%	26.2%
Region 2	3,193	2,961	14.3%	24.2%
Alleghany	35	32	19.1%	24.1%
Amherst	87	86	19.7%	30.0%
Appomattox	33	43	20.7%	32.1%
Bedford	312	256	26.3%	29.2%
Botetourt	105	156	16.0%	35.8%
Campbell	163	186	17.8%	23.6%
Craig	3	2	14.8%	4.5%
Floyd	59	76	32.9%	43.0%
Franklin	179	216	18.6%	29.7%
Giles	31	45	11.9%	26.9%
Montgomery	410	438	19.1%	29.8%
Pulaski	130	103	23.0%	17.7%
Roanoke	478	324	22.8%	25.6%
Covington city	36	32	28.9%	34.1%
Lynchburg city	361	337	8.2%	21.6%
Radford city	38	46	15.4%	24.5%
Roanoke city	558	394	8.4%	15.8%
Salem city	175	192	14.4%	23.7%

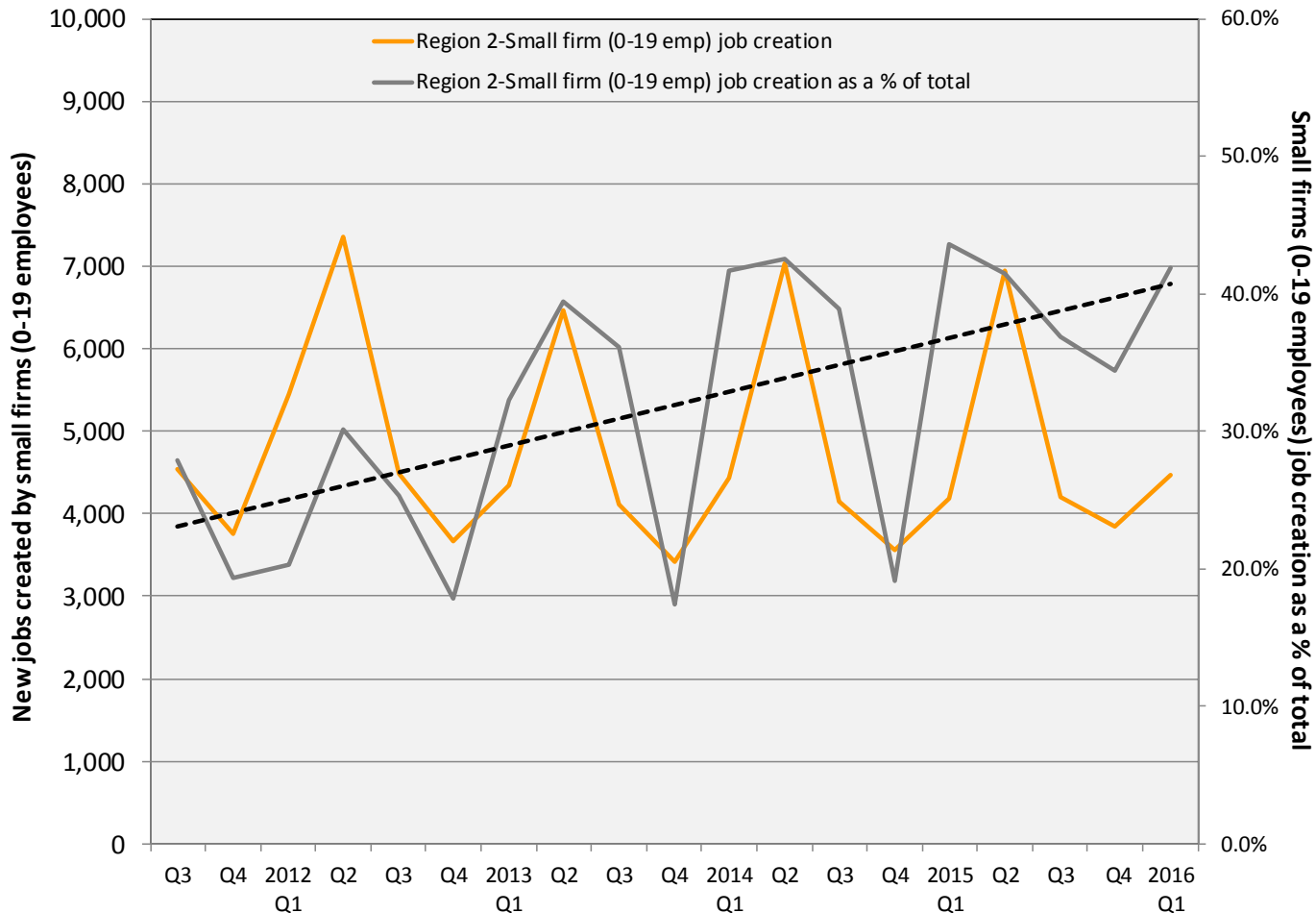
Source: US Census Bureau, LEHD, QWI



VIRGINIA INITIATIVE FOR
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Jobs Created by Small Companies

(less than 20 employees)



Source: US Census Bureau, Longitudinal Employer-Household Dynamics, Quarterly Workforce Indicators



Jobs Created by Small Companies

(less than 20 employees)

Region 2: Small firm (0-19 Emp.) job creation

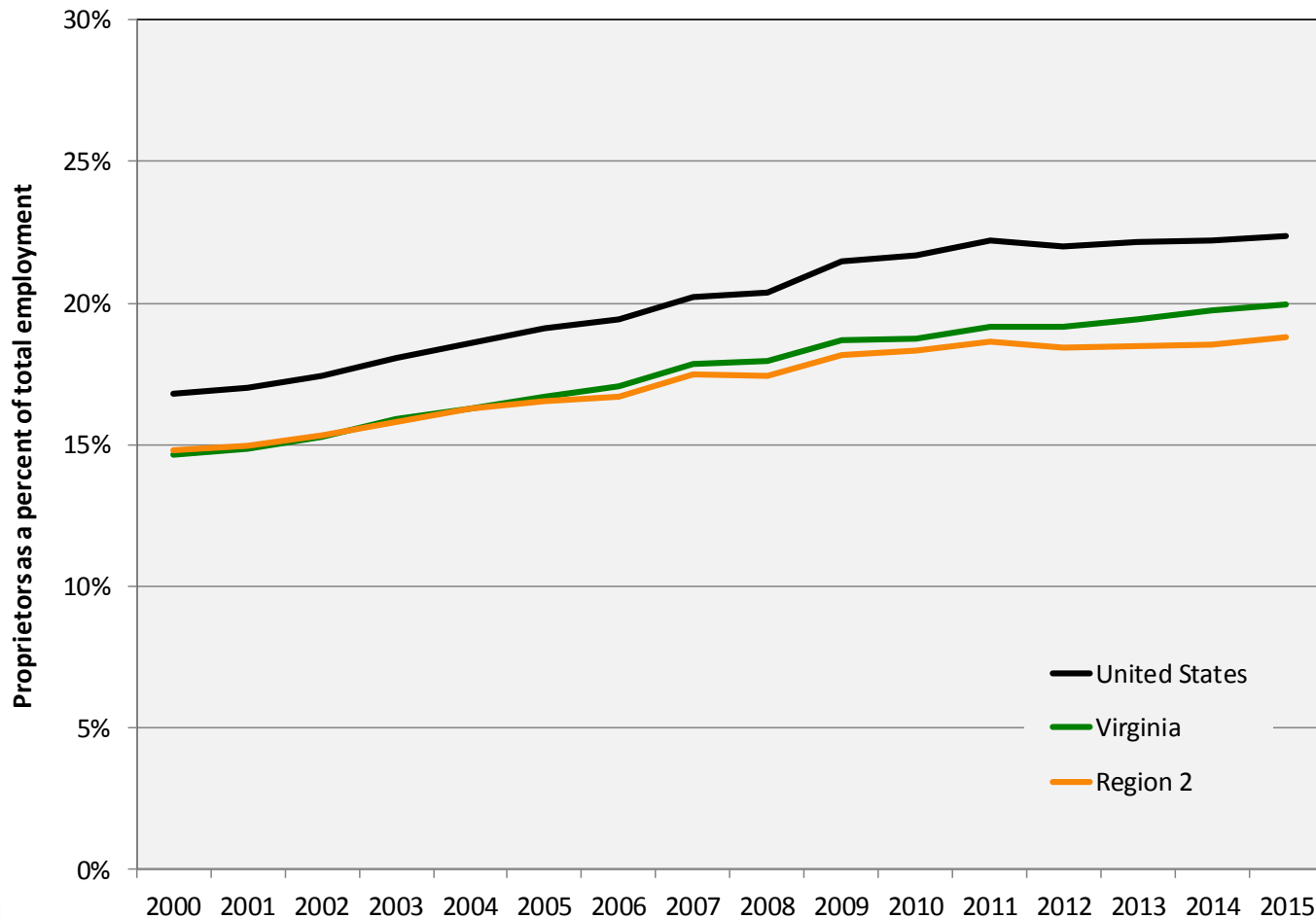
	2012 Average	2015 Average	2012 as a % of Total	2015 as a % of Total
US	2,203,129	2,268,500	36.0%	36.2%
Virginia	58,797	54,683	27.1%	36.4%
Region 2	5,237	4,792	23.4%	39.2%
Alleghany	80	71	43.5%	53.1%
Amherst	144	147	32.5%	51.1%
Appomattox	98	97	61.0%	73.5%
Bedford	525	492	44.2%	56.0%
Botetourt	231	196	35.1%	44.9%
Campbell	371	369	40.6%	46.9%
Craig	11	20	47.7%	51.3%
Floyd	123	130	69.2%	73.4%
Franklin	385	376	40.1%	51.7%
Giles	81	76	31.1%	45.7%
Montgomery	642	567	30.0%	38.6%
Pulaski	189	207	33.3%	35.5%
Roanoke	539	522	25.7%	41.2%
Covington city	67	50	53.7%	53.8%
Lynchburg city	640	521	14.5%	33.5%
Radford city	73	63	29.7%	33.9%
Roanoke city	744	637	11.3%	25.5%
Salem city	297	252	24.4%	31.1%

Source: US Census Bureau, LEHD, QWI



VIRGINIA INITIATIVE FOR
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Sole Proprietorships as a percent of total employment



Source: US Bureau of Economic Analysis



Sole Proprietorships

Proprietors as a percent of total employment: Region 2

	2000 Proprietors	2010 Proprietors	2015 Proprietors	Annual Growth (00-10)	Annual Growth (10-15)	Proprietors as a % of total employment
United States	27,760,800	37,508,700	42,561,400	3.1%	2.1%	22.4%
Virginia	644,573	890,602	1,008,978	3.3%	2.1%	19.9%
Region 2	63,032	76,840	82,204	2.0%	1.1%	18.8%
Alleghany + Covington, VA*	1,735	1,353	1,509	-2.5%	1.8%	15.2%
Amherst	3,001	2,921	2,926	-0.3%	0.0%	23.8%
Appomattox	1,976	1,570	1,711	-2.3%	1.4%	33.4%
Bedford	7,379	9,071	9,714	2.1%	1.1%	32.0%
Botetourt	4,750	3,979	4,225	-1.8%	1.0%	27.3%
Campbell + Lynchburg, VA*	7,713	12,131	13,098	4.6%	1.3%	14.9%
Craig	888	637	673	-3.3%	0.9%	47.1%
Floyd	2,667	2,432	2,571	-0.9%	0.9%	43.3%
Franklin	3,901	6,746	7,122	5.6%	0.9%	31.1%
Giles	1,485	1,795	1,758	1.9%	-0.3%	26.0%
Montgomery + Radford, VA*	7,131	10,194	11,213	3.6%	1.6%	17.6%
Pulaski	2,329	2,690	2,748	1.5%	0.4%	15.6%
Roanoke + Salem, VA*	12,784	12,905	13,227	0.1%	0.4%	17.4%
Roanoke city	5,293	8,416	9,709	4.7%	2.4%	11.8%

Source: US Bureau of Economic Analysis



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Thank You

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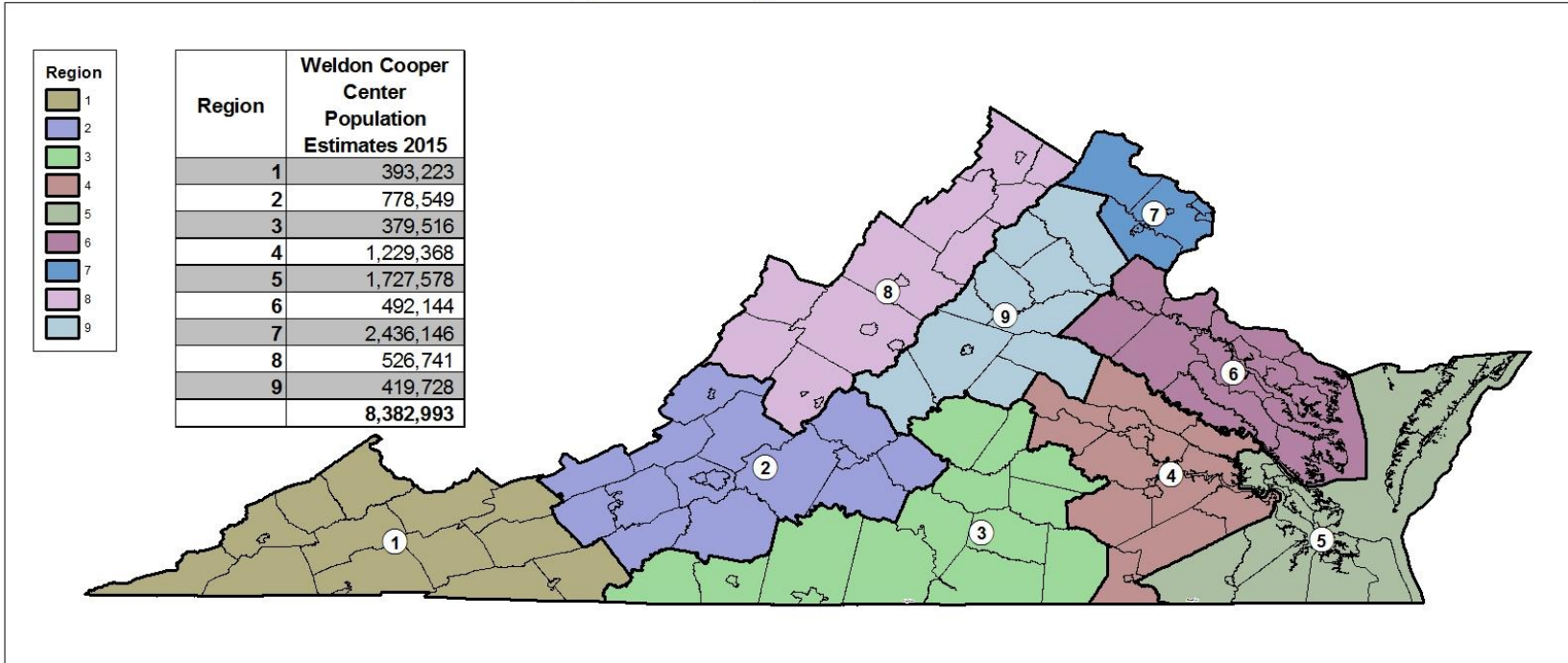
REGIONAL BASELINE MEASURES
COMMONWEALTH OF VIRGINIA





VIRGINIA INITIATIVE FOR
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GO Virginia Regional Boundaries



0 15 30 60 90 120 Miles

Source: US Census, VA PDC



12/5/2016



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Commonwealth of Virginia



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Data Included

- **Population**
 - Population Trends
- **Income and Wealth**
 - Per Capita Income
 - Percent of Population in Poverty
- **Employment**
 - Total Employment
 - Unemployment Rate
- **Industry**
 - Employment Trends by Industry Sector
 - Relative Concentration (Location Quotients) by Sector
 - Wages by Industry Sector



VIRGINIA INITIATIVE FOR
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Data Included

- **Labor Force**
 - Labor Force Participation Rate
 - Commuting inflow/outflow
 - Educational Attainment
- **Firm Growth**
 - Jobs Created by Young Companies (5 years old or less)
 - Jobs Created by Small Companies (less than 20 employees)
 - Sole Proprietorships



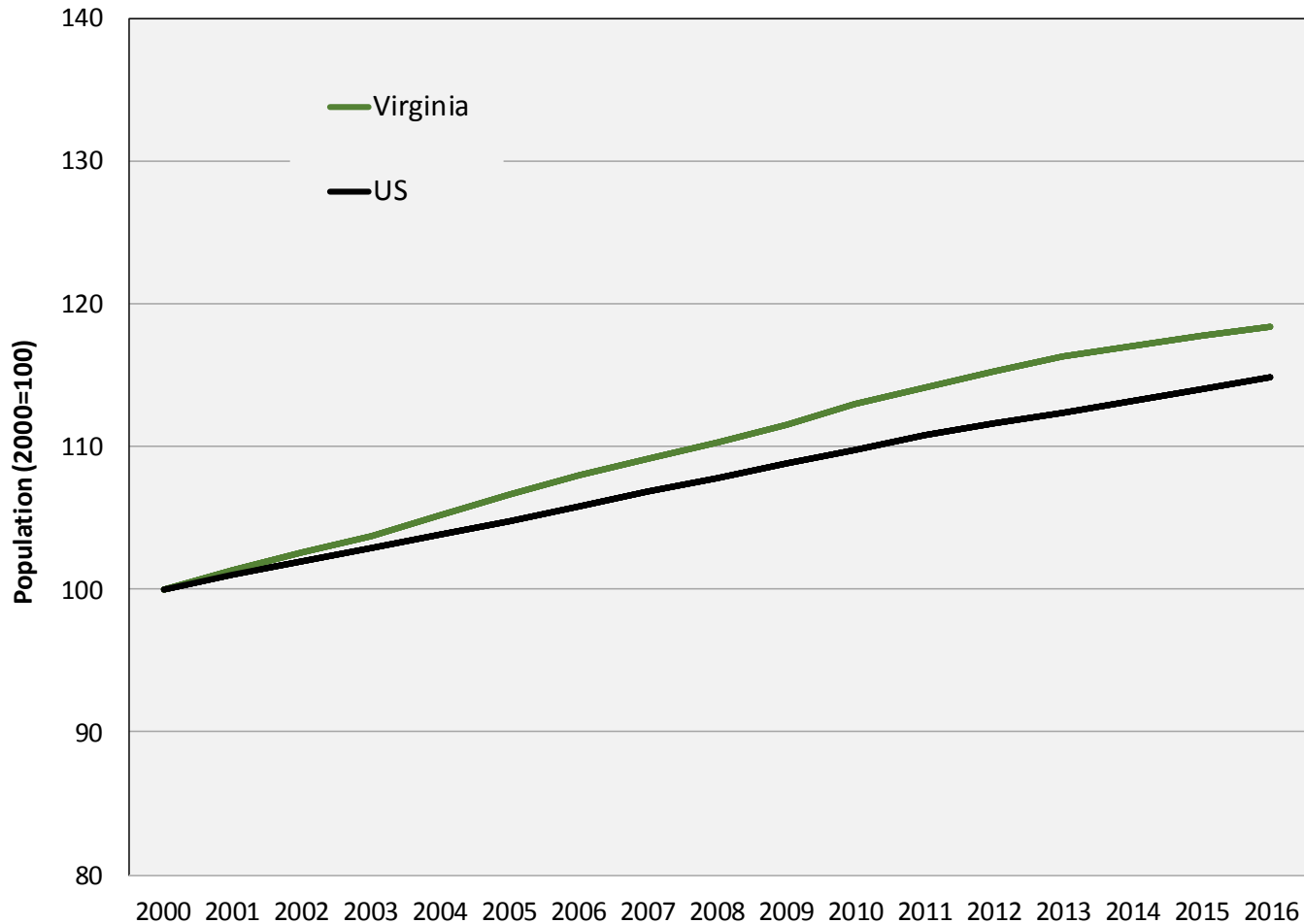
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Population



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IN EACH REGION

Population Trends



Source: US Census Bureau, Population Estimates Programs



Population Trends

Population Trends: Virginia

	2000	2010	2016	Annual Growth (00-10)	Annual Growth (10-16)
United States	281,424,600	308,745,538	323,127,513	0.9%	0.8%
Virginia	7,105,817	8,025,773	8,411,808	1.2%	0.8%
Region 1	398,740	401,712	385,045	0.1%	-0.7%
Region 2	700,085	762,386	777,919	0.9%	0.3%
Region 3	387,778	383,660	371,277	-0.1%	-0.5%
Region 4	1,036,200	1,178,106	1,245,838	1.3%	0.9%
Region 5	1,589,071	1,671,025	1,715,073	0.5%	0.4%
Region 6	376,459	470,955	501,780	2.3%	1.1%
Region 7	1,829,631	2,246,802	2,461,243	2.1%	1.5%
Region 8	445,222	509,185	528,945	1.4%	0.6%
Region 9	336,206	401,942	424,688	1.8%	0.9%

Source: US Census Bureau, Population Estimates Programs



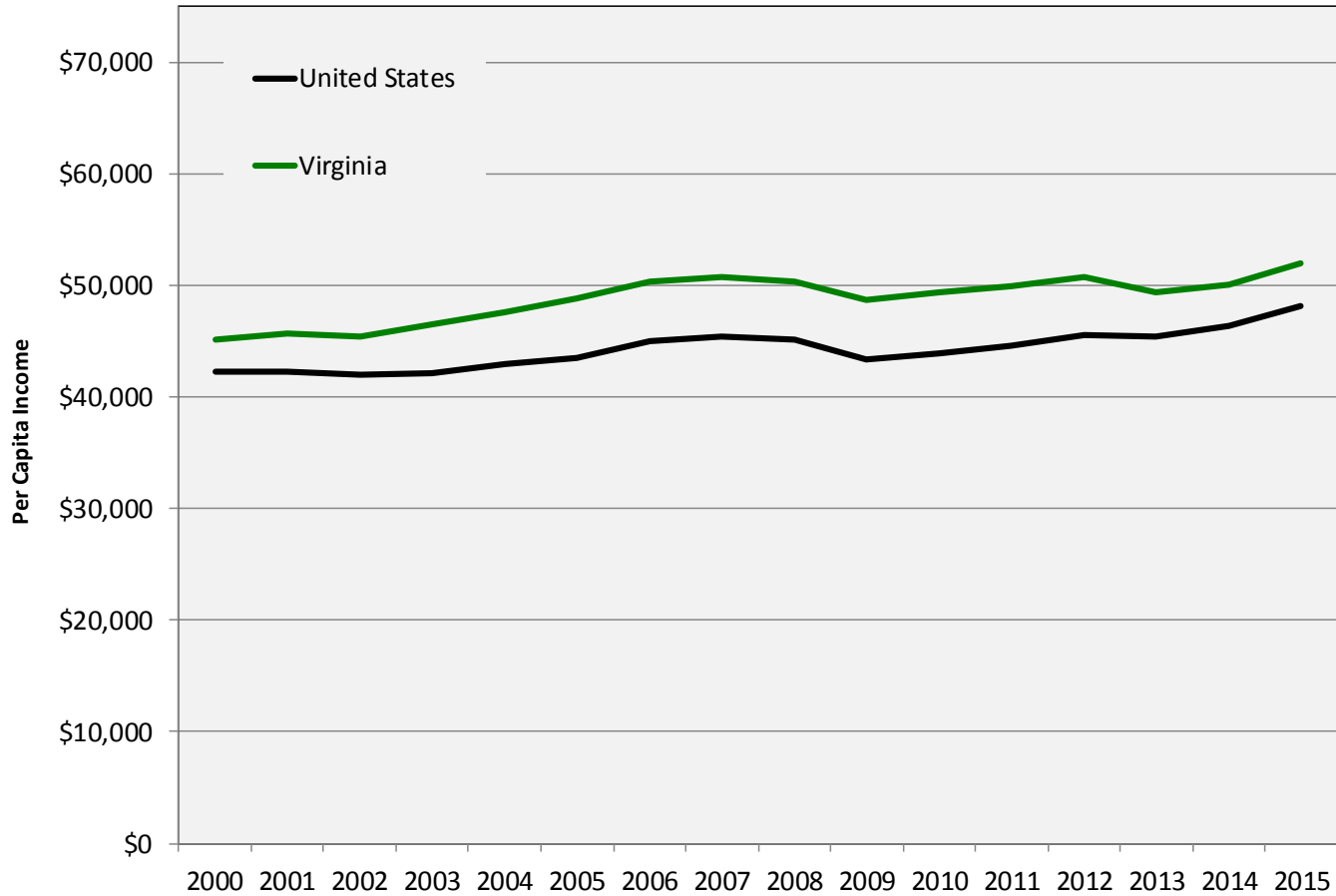
VIRGINIA INITIATIVE FOR
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IN EACH REGION

Income and Wealth



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Per Capita Income



Source: US Bureau of Economic Analysis, PCI adjusted for 2015 dollars



Per Capita Income

Per Capita Income: Virginia

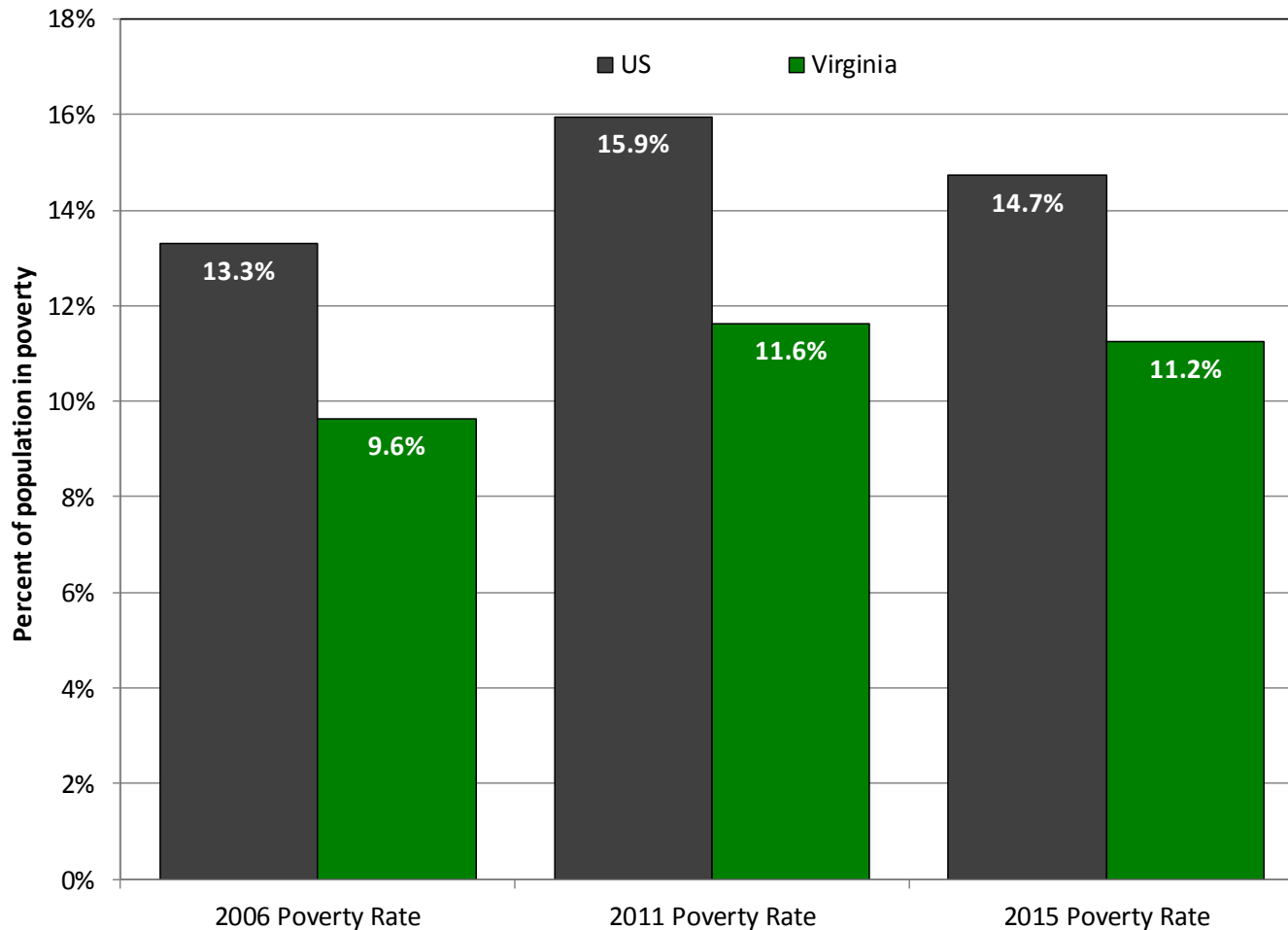
	2000	2010	2015	Annual Growth (00-10)	Annual Growth (10-15)
United States	\$42,231	\$43,902	\$48,112	0.4%	1.5%
Virginia	\$45,144	\$49,421	\$52,052	0.9%	0.9%
Region 1	\$28,453	\$32,637	\$33,475	1.4%	0.4%
Region 2	\$34,930	\$36,863	\$39,012	0.5%	0.9%
Region 3	\$29,000	\$30,990	\$33,480	0.7%	1.3%
Region 4	\$44,363	\$46,492	\$50,623	0.5%	1.4%
Region 5	\$38,351	\$44,036	\$46,192	1.4%	0.8%
Region 6	\$38,639	\$44,997	\$46,109	1.5%	0.4%
Region 7	\$66,533	\$69,164	\$70,571	0.4%	0.3%
Region 8	\$34,680	\$37,757	\$40,199	0.9%	1.0%
Region 9	\$44,284	\$48,173	\$52,038	0.8%	1.3%

Source: US Bureau of Economic Analysis, PCI adjusted for 2015 dollars



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Percent of Population in Poverty



Source: US Census Bureau, Small Area Income and Poverty Estimates



Percent of Population in Poverty

Poverty Trends: Virginia

	2006 Poverty Rate	2011 Poverty Rate	2015 Poverty Rate
United States	13.3%	15.9%	14.7%
Virginia	9.6%	11.6%	11.2%
Region 1	17.2%	19.7%	19.6%
Region 2	12.7%	15.2%	15.1%
Region 3	16.6%	20.2%	19.6%
Region 4	9.8%	12.7%	12.0%
Region 5	10.5%	12.7%	12.9%
Region 6	7.7%	9.5%	8.9%
Region 7	5.2%	6.6%	6.2%
Region 8	11.0%	13.2%	13.2%
Region 9	9.3%	11.1%	10.6%

Source: US Census Bureau, Small Area Income and Poverty Estimates



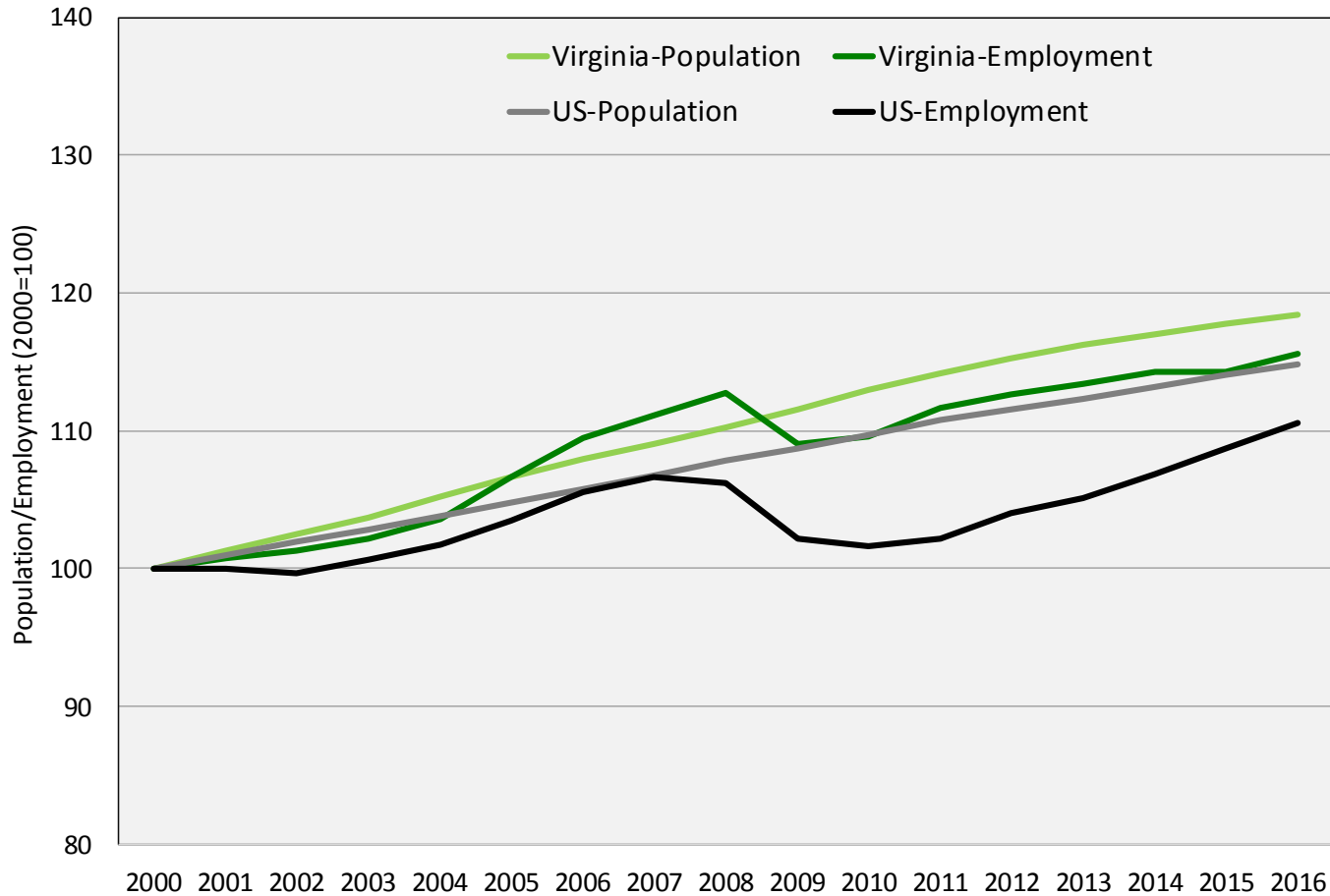
VIRGINIA INITIATIVE FOR
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Employment



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IN EACH REGION

Total Employment



Source: US Census Bureau Population Estimates, US Bureau of Labor Statistics Local Area Unemployment Statistics (2016 preliminary)



Total Employment

Employment Trends: Virginia

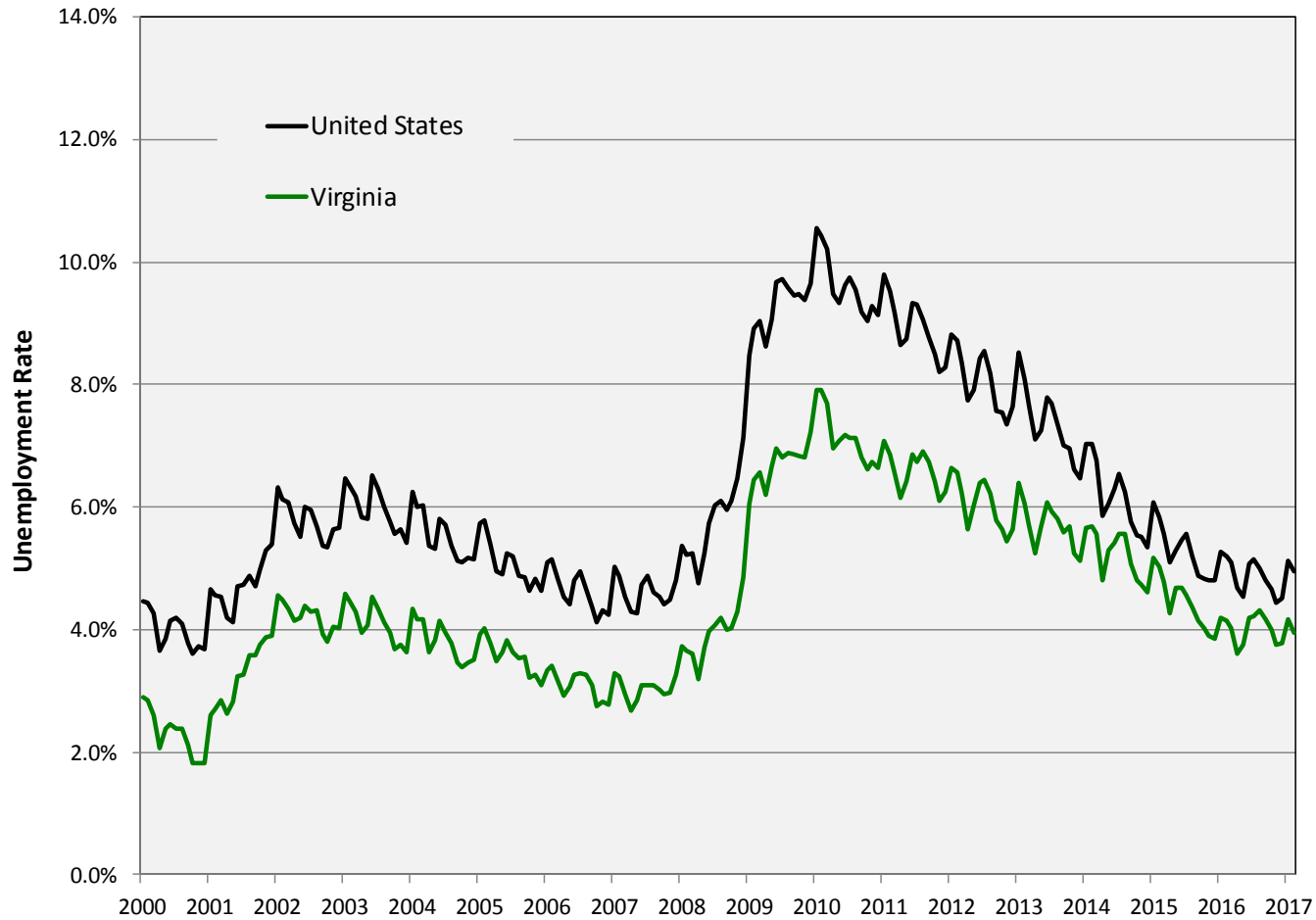
	2000	2010	2016	Annual Growth (00-10)	Annual Growth (10-16)
United States	136,891,000	139,064,000	151,436,000	0.2%	1.4%
Virginia	3,522,865	3,860,386	4,070,260	0.9%	0.9%
Region 1	165,380	157,649	149,694	-0.5%	-0.9%
Region 2	345,475	354,578	362,604	0.3%	0.4%
Region 3	170,177	152,273	153,265	-1.1%	0.1%
Region 4	522,673	561,551	622,715	0.7%	1.7%
Region 5	707,954	765,498	786,346	0.8%	0.4%
Region 6	185,676	220,127	231,258	1.7%	0.8%
Region 7	1,031,194	1,214,760	1,301,155	1.7%	1.2%
Region 8	226,064	239,612	248,553	0.6%	0.6%
Region 9	168,280	194,342	208,404	1.5%	1.2%

Source: US BLS Local Area Unemployment Statistics (2016 preliminary)



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Unemployment Rate



Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics



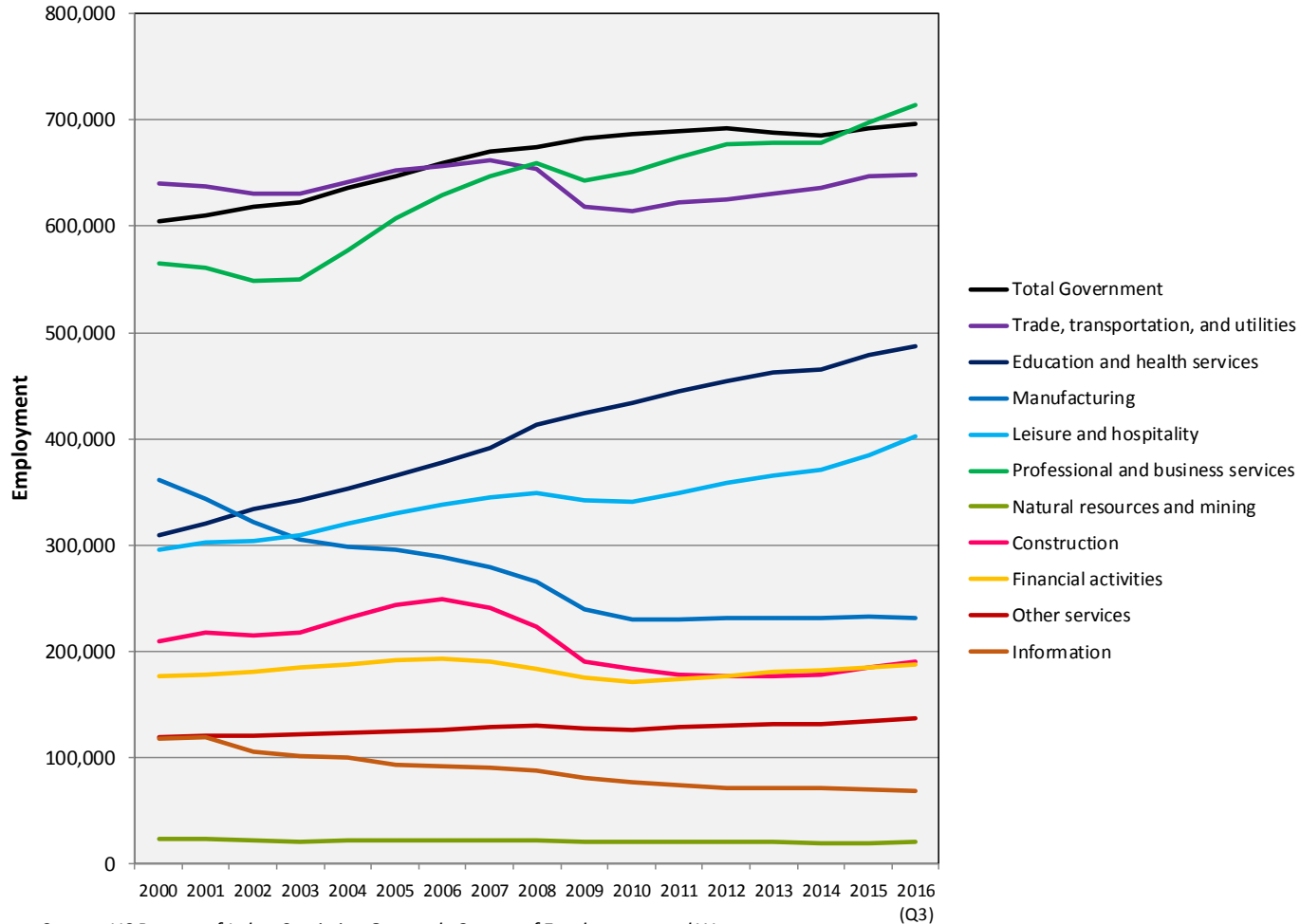
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Industry



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Employment Trends by Industry Sector



Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages



Employment Trends by Industry Sector

Commonwealth of Virginia: Industry Sectors, 2015*

Sector	Employment#	LQ	Virginia Avg Wage	US Avg Wage
Professional and business services	697,794	1.33	\$81,959	\$69,270
Trade, transportation, and utilities	647,248	0.91	\$40,584	\$44,321
Education and health services	478,617	0.85	\$46,630	\$47,383
Leisure and hospitality	384,750	0.95	\$19,148	\$21,807
Local government	369,883	1.00	\$43,400	\$47,573
Manufacturing	232,652	0.71	\$57,778	\$64,305
Financial activities	184,987	0.88	\$77,424	\$87,915
Construction	184,358	1.07	\$51,560	\$57,009
Federal government	176,757	2.39	\$89,056	\$77,900
State government	145,291	1.19	\$48,705	\$55,878
Other services	134,593	1.17	\$41,114	\$35,116
Information	69,505	0.94	\$95,307	\$95,098
Natural resources and mining	19,684	0.37	\$44,329	\$58,461

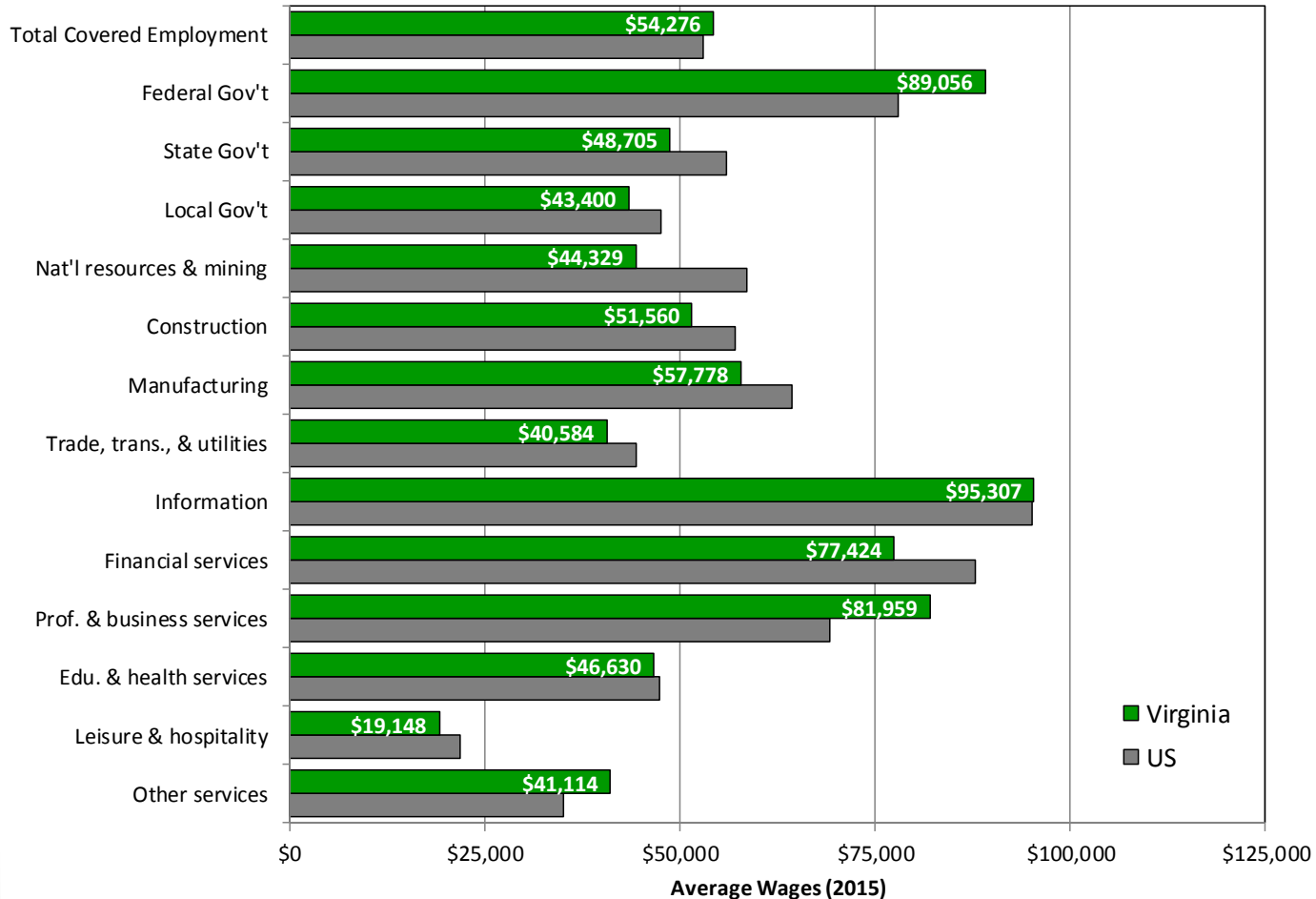
Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages

*2015 is the most recently available complete year

#Does not include suppressed employment



Industry Wages by Sector



Source: US Bureau of Labor Statistics, Quarterly Census of Employment and Wages



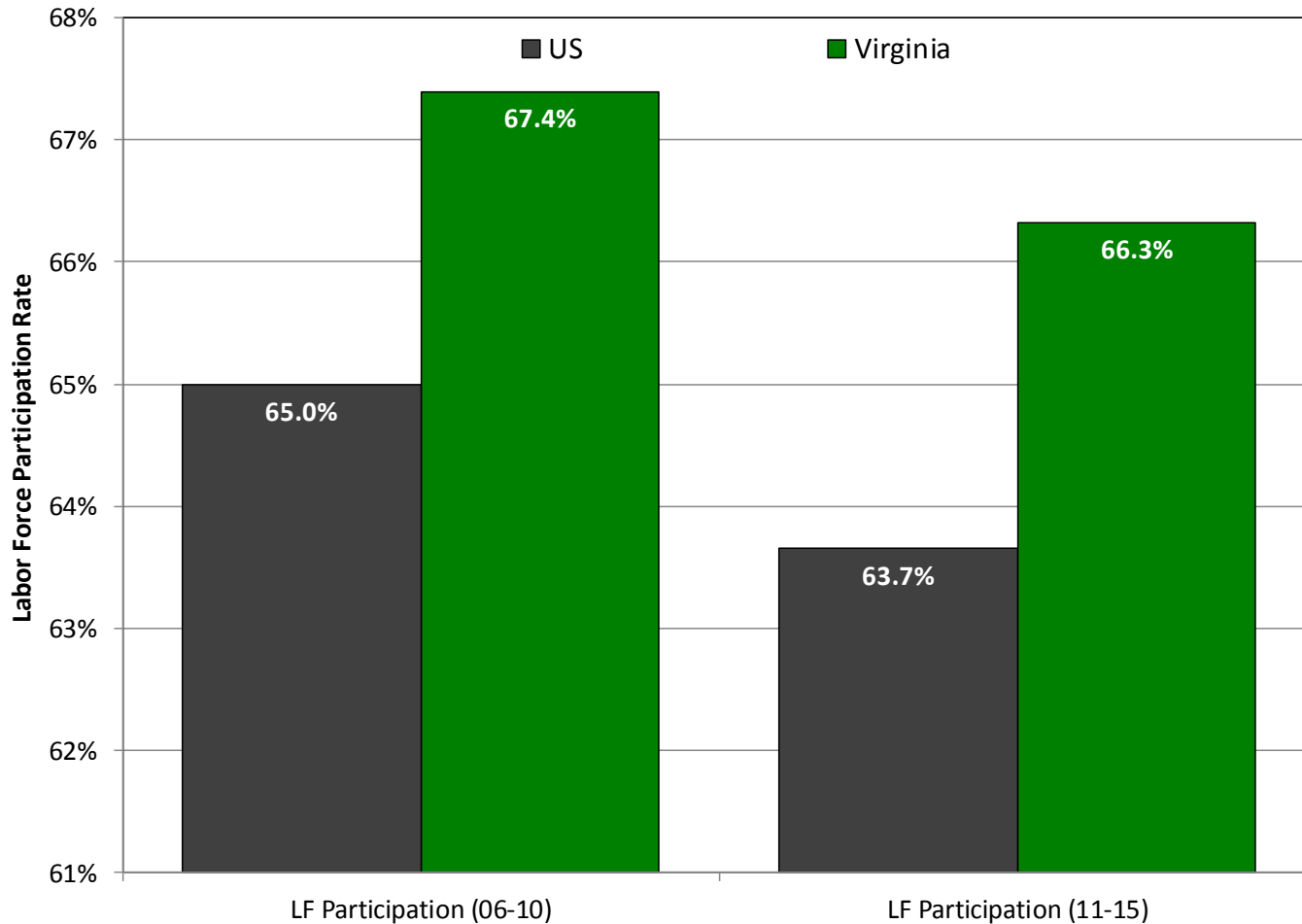
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Labor Force



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Labor Force Participation Rate



Source: US Census Bureau, 2006-2010 and 2011-2015 American Community Surveys



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Labor Force Participation Rate

Labor Force Participation Rate: Virginia

	LF Participation (06-10)	LF Participation (11-15)
United States	65.0%	63.7%
Virginia	67.4%	66.3%
Region 1	52.5%	51.4%
Region 2	62.0%	60.0%
Region 3	54.8%	54.0%
Region 4	66.9%	66.2%
Region 5	68.8%	67.1%
Region 6	66.6%	65.4%
Region 7	75.6%	74.6%
Region 8	62.7%	61.6%
Region 9	64.8%	62.6%

Source: US Census Bureau, 2006-2010 and 2011-2015 American Community Surveys

Commuting Inflow/Outflow

Inflow/Outflow Job Counts in 2014



	286,033 - Employed in Selection Area, Live Outside
	349,760 - Live in Selection Area, Employed Outside
	3,027,906 - Employed and Live in Selection Area

Inflow/Outflow Job Counts (Primary Jobs): Virginia

	2014	
	Count	Share
Employed in the Selection Area	3,313,939	100.00%
Employed in the Selection Area but Living Outside	286,033	8.60%
Employed and Living in the Selection Area	3,027,906	91.40%
Living in the Selection Area	3,377,666	100.00%
Living in the Selection Area but Employed Outside	349,760	10.40%
Living and Employed in the Selection Area	3,027,906	89.60%

Source: US Census Bureau, Longitudinal Employer-Household Dynamics OnTheMap, 2014



Commuting Inflow/Outflow

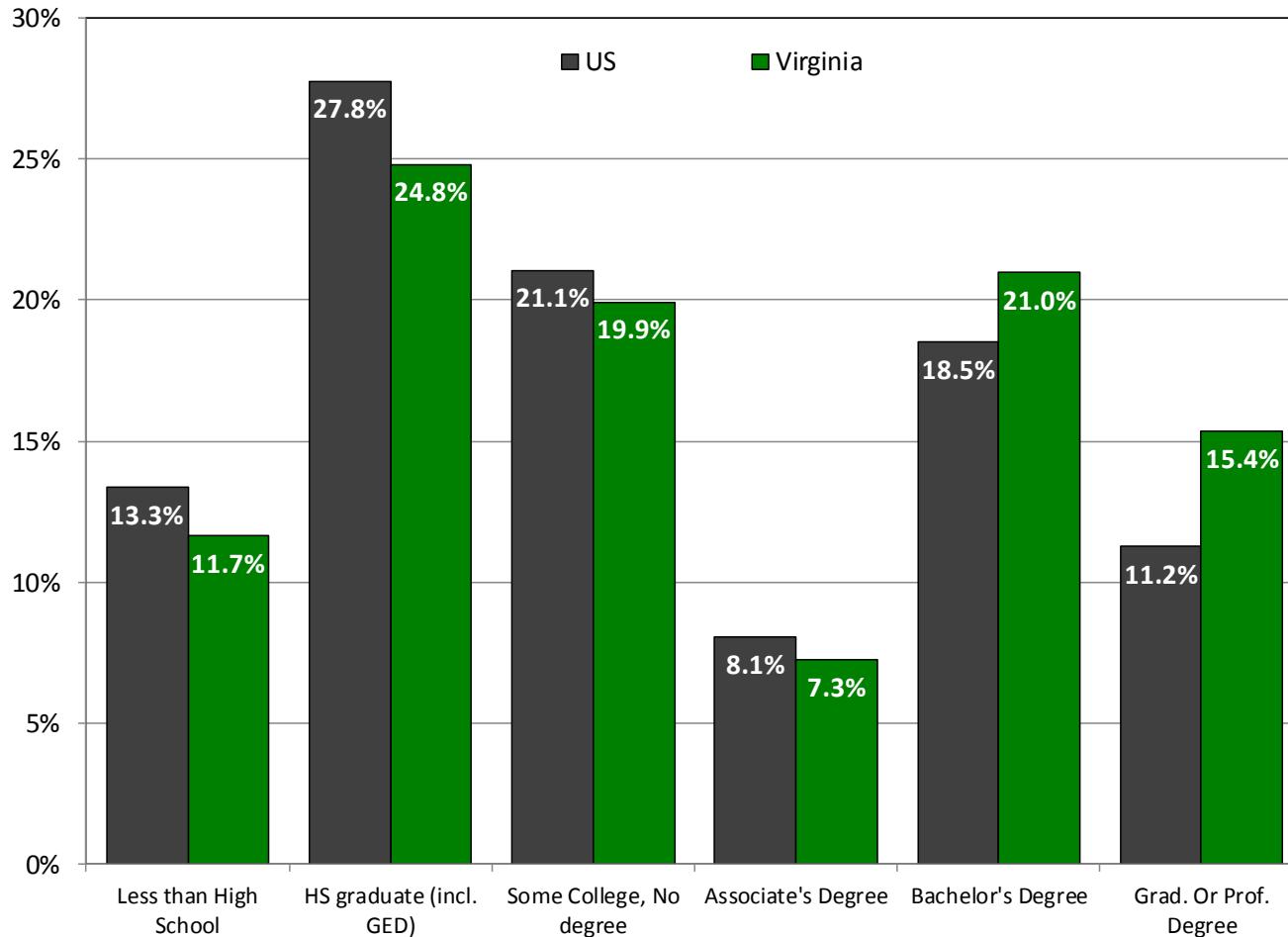
Commuting Patterns: Virginia

	Employed in Selection Area	Employed in the Selection Area but Living Outside		Employed and Living in the Selection Area		Living in the Selection Area	Living in the Selection Area but Employed Outside		Living and Employed in the Selection Area	
Virginia	3,313,939	286,033	8.6%	3,027,906	91.4%	3,377,666	349,760	10.4%	3,027,906	89.6%
Region 1	128,875	29,413	22.8%	99,462	77.2%	140,838	41,376	29.4%	99,462	70.6%
Region 2	311,508	69,447	22.3%	242,061	77.7%	294,469	52,408	17.8%	242,061	82.2%
Region 3	113,589	31,503	27.7%	82,086	72.3%	141,323	59,237	41.9%	82,086	58.1%
Region 4	565,882	137,498	24.3%	428,384	75.7%	522,362	93,978	18.0%	428,384	82.0%
Region 5	653,123	105,649	16.2%	547,474	83.8%	643,432	95,958	14.9%	547,474	85.1%
Region 6	125,762	43,595	34.7%	82,167	65.3%	194,386	112,219	57.7%	82,167	42.3%
Region 7	1,076,430	336,285	31.2%	740,145	68.8%	1,051,534	311,389	29.6%	740,145	70.4%
Region 8	195,360	50,393	25.8%	144,967	74.2%	223,526	78,559	35.1%	144,967	64.9%
Region 9	143,410	48,910	34.1%	94,500	65.9%	165,796	71,296	43.0%	94,500	57.0%

Source: US Census Bureau, Longitudinal Employer-Household Dynamics OnTheMap, 2014



Educational Attainment



Source: US Census Bureau, 2011-2015 American Community Survey



Educational Attainment

Educational Attainment: Virginia

	2006-2010						2011-2015					
	Less than High School	HS graduate (incl. GED)	Some College, No degree	Associate's Degree	Bachelor's Degree	Grad. Or Prof. Degree	Less than High School	HS graduate (incl. GED)	Some College, No degree	Associate's Degree	Bachelor's Degree	Grad. Or Prof. Degree
United States	14.9%	29.0%	20.6%	7.5%	17.6%	10.3%	13.3%	27.8%	21.1%	8.1%	18.5%	11.2%
Virginia	13.9%	26.0%	19.6%	6.7%	19.9%	13.9%	11.7%	24.8%	19.9%	7.3%	21.0%	15.4%
Region 1	26.1%	34.1%	18.7%	7.7%	9.2%	4.4%	21.5%	35.1%	20.2%	8.2%	9.7%	5.3%
Region 2	16.1%	31.7%	20.7%	7.6%	14.9%	8.9%	12.8%	30.5%	21.2%	8.5%	16.6%	10.3%
Region 3	26.3%	35.0%	18.4%	7.2%	8.6%	4.7%	21.2%	34.5%	21.3%	8.3%	9.4%	5.3%
Region 4	14.5%	27.1%	20.8%	6.0%	20.3%	11.3%	12.0%	26.1%	21.0%	6.9%	21.3%	12.8%
Region 5	11.6%	27.6%	24.8%	8.5%	17.3%	10.3%	10.1%	25.8%	25.5%	9.1%	18.4%	11.1%
Region 6	13.1%	31.3%	21.5%	7.1%	17.0%	10.0%	10.5%	30.8%	22.5%	7.5%	17.5%	11.2%
Region 7	8.7%	15.1%	15.5%	5.4%	30.0%	25.3%	8.3%	14.3%	14.9%	5.6%	30.1%	26.7%
Region 8	19.1%	35.9%	17.2%	5.5%	14.0%	8.3%	15.4%	35.0%	18.3%	6.6%	15.2%	9.5%
Region 9	14.4%	28.2%	18.7%	5.9%	18.5%	14.3%	11.8%	27.9%	18.5%	6.4%	19.5%	15.8%

Source: US Census Bureau, 2006-2010 and 2011-2015 American Community Survey



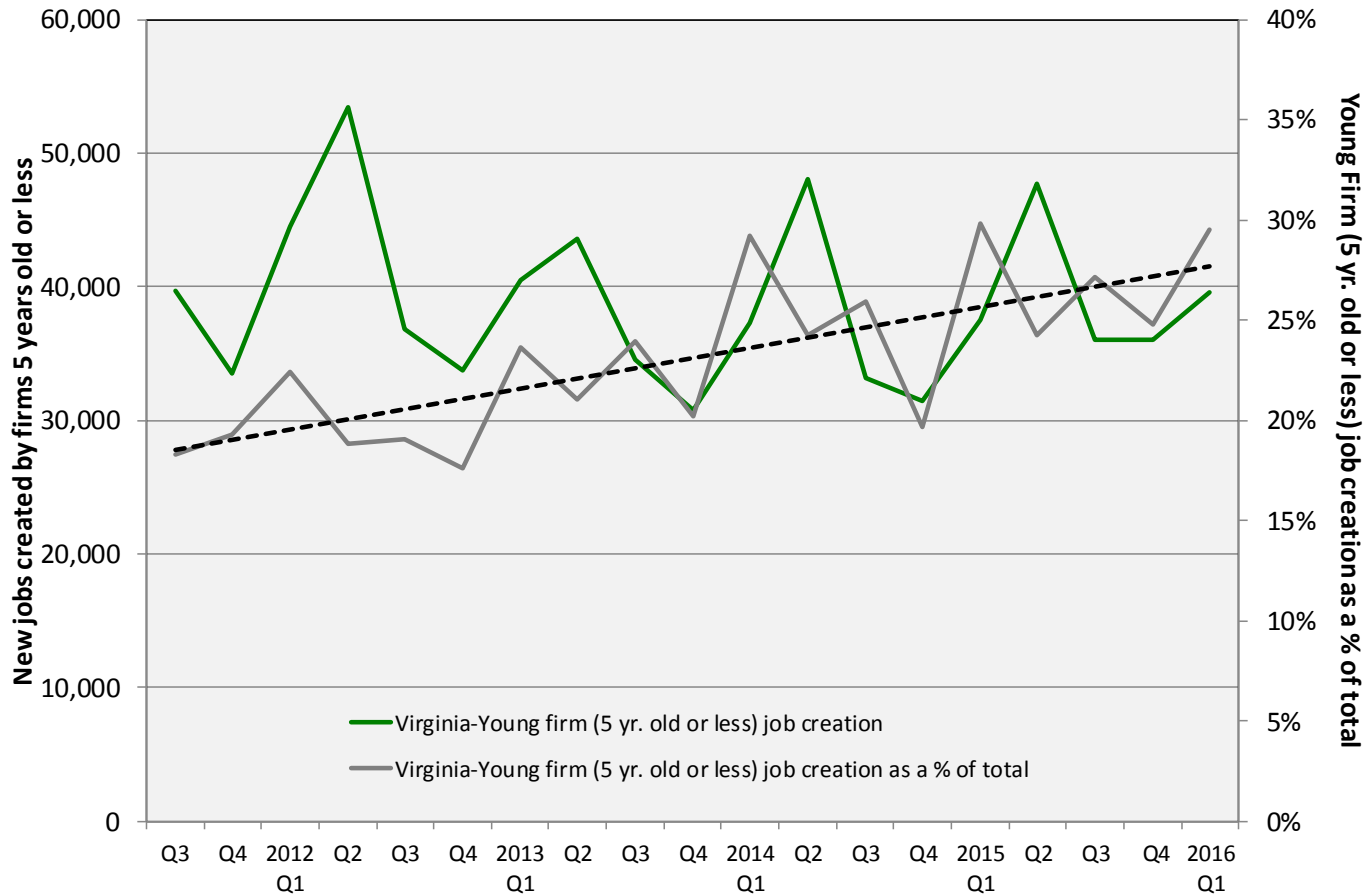
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IN EACH REGION

Firm Growth



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Jobs Created by Young Companies (5 years old or less)



Source: US Census Bureau, Longitudinal Employer-Household Dynamics, Quarterly Workforce Indicators



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Jobs Created by Young Companies (5 years old or less)

Virginia: Young firm (5 yrs old or less) job creation

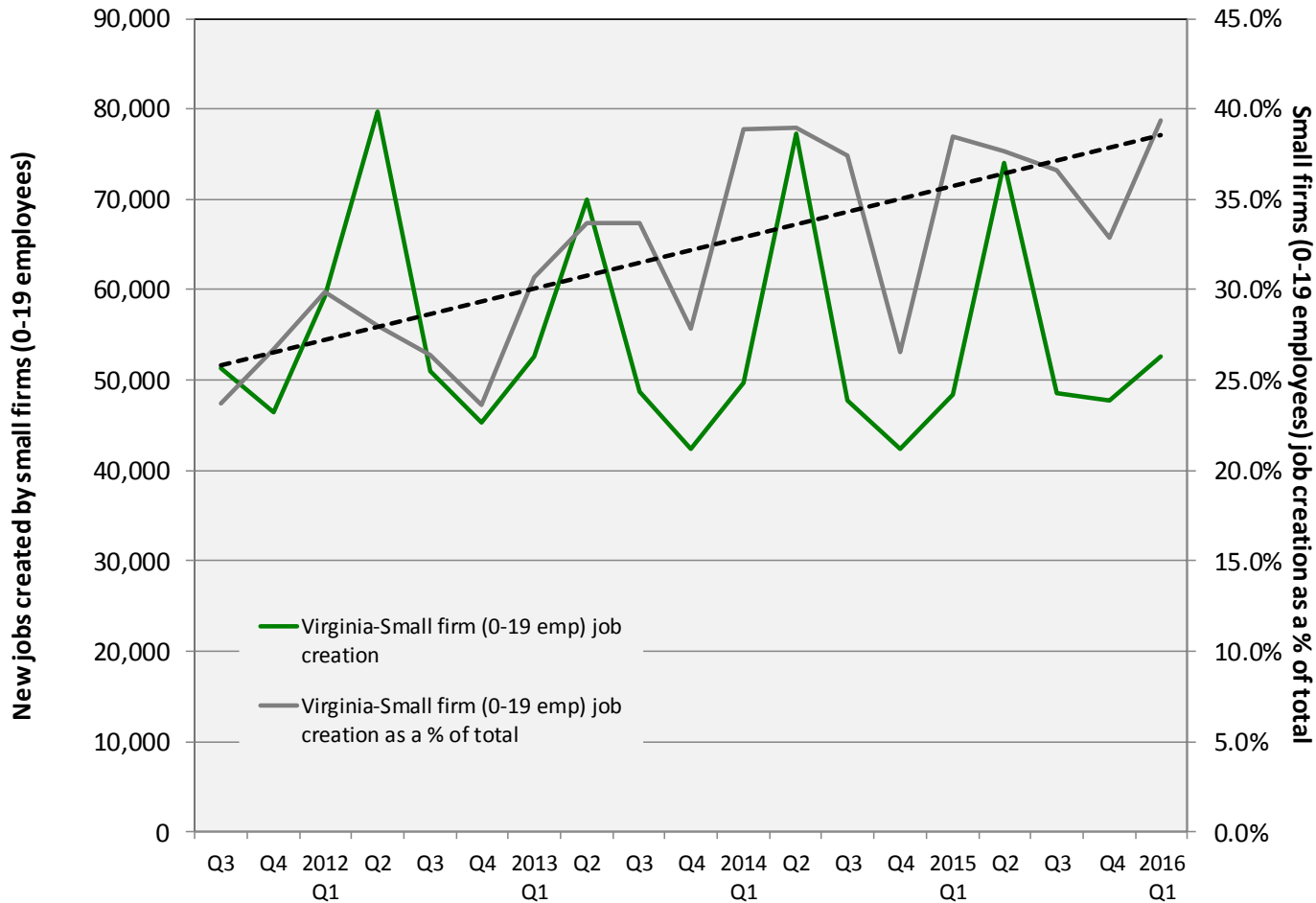
	2012 Average	2015 Average	2012 as a % of Total	2015 as a % of Total
US	1,542,135	1,674,953	25.2%	26.7%
Virginia	42,118	39,288	19.4%	26.2%
Region 1	1,478	1,161	21.4%	23.3%
Region 2	3,193	2,961	14.3%	24.2%
Region 3	1,440	1,348	20.2%	26.3%
Region 4	6,750	6,358	18.4%	24.0%
Region 5	8,005	7,732	18.4%	26.2%
Region 6	1,959	1,824	21.8%	28.9%
Region 7	14,851	13,512	21.2%	26.8%
Region 8	2,232	2,096	20.3%	25.1%
Region 9	2,222	2,301	21.8%	34.0%

Source: US Census Bureau, LEHD, QWI



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

Jobs Created by Small Companies (less than 20 employees)



Source: US Census Bureau, Longitudinal Employer-Household Dynamics, Quarterly Workforce Indicators



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

Jobs Created by Small Companies

(less than 20 employees)

Virginia: Small firm (0-19 Emp.) job creation

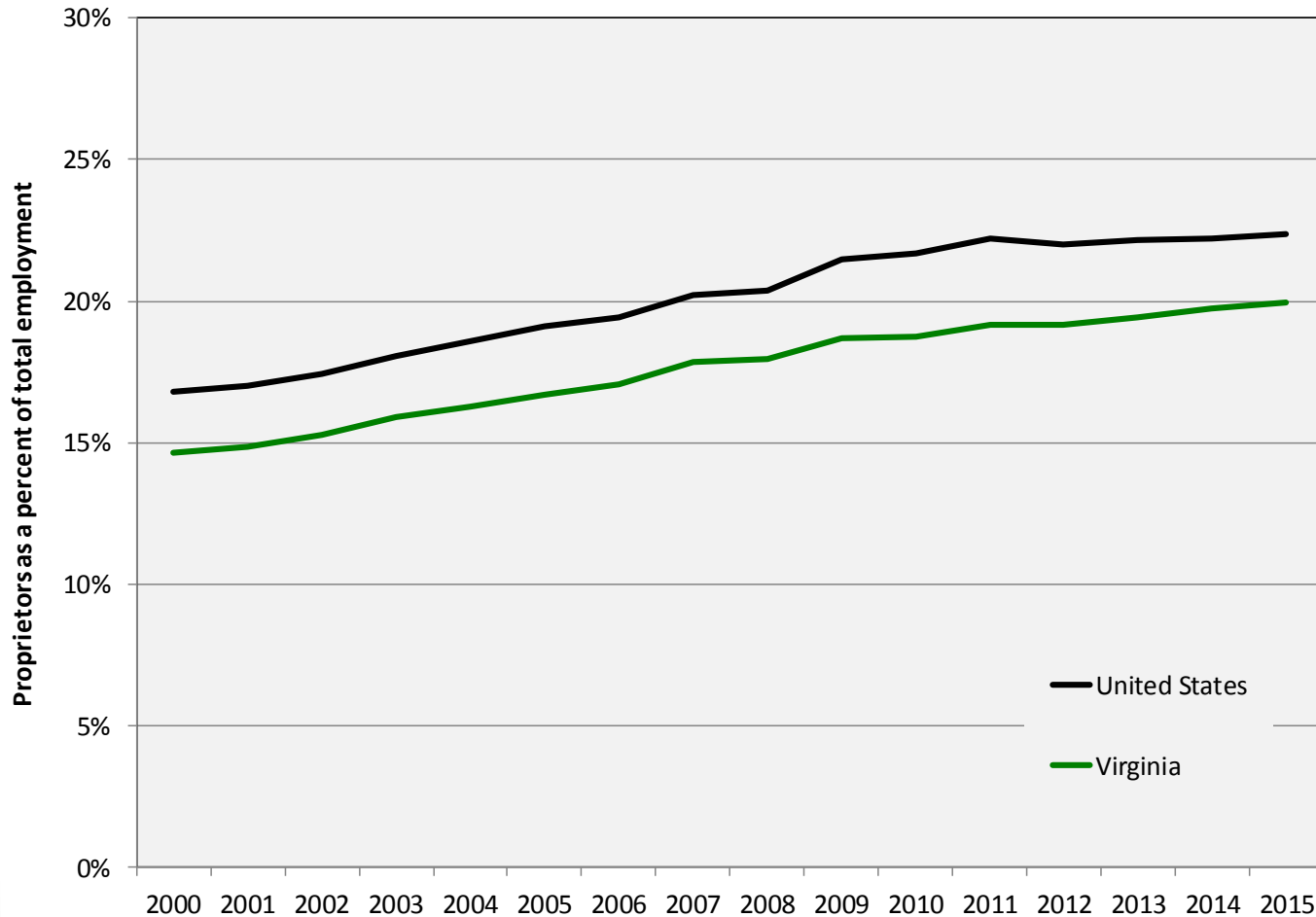
	2012 Average	2015 Average	2012 as a % of Total	2015 as a % of Total
US	2,203,129	2,268,500	36.0%	36.2%
Virginia	58,797	54,683	27.1%	36.4%
Region 1	2,342	1,963	33.9%	39.4%
Region 2	5,237	4,792	23.4%	39.2%
Region 3	2,509	2,186	35.2%	42.6%
Region 4	8,907	8,177	24.3%	30.9%
Region 5	11,371	10,591	26.1%	35.9%
Region 6	3,201	3,116	35.7%	49.4%
Region 7	18,107	17,138	25.8%	34.0%
Region 8	3,731	3,485	34.0%	41.7%
Region 9	3,394	3,237	33.3%	47.9%

Source: US Census Bureau, LEHD, QWI



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Sole Proprietorships as a percent of total employment



Source: US Bureau of Economic Analysis



Sole Proprietorships

Proprietors as a percent of total employment: Virginia

	2000 Proprietors	2010 Proprietors	2015 Proprietors	Annual Growth (00-10)	Annual Growth (10-15)	Proprietors as a % of total employment
United States	27,760,800	37,508,700	42,561,400	3.1%	2.1%	22.4%
Virginia	644,573	890,602	1,008,978	3.3%	2.1%	19.9%
Region 1	38,467	36,962	38,356	-0.4%	0.6%	21.7%
Region 2	63,032	76,840	82,204	2.0%	1.1%	18.8%
Region 3	33,805	34,286	36,873	0.1%	1.2%	21.7%
Region 4	83,605	128,123	147,080	4.4%	2.3%	18.0%
Region 5	107,222	150,455	169,820	3.4%	2.0%	16.4%
Region 6	34,706	47,498	53,847	3.2%	2.1%	24.7%
Region 7	191,824	297,319	350,228	4.5%	2.8%	21.0%
Region 8	46,256	61,620	66,503	2.9%	1.3%	22.5%
Region 9	45,656	57,499	64,067	2.3%	1.8%	26.4%

Source: US Bureau of Economic Analysis



VIRGINIA INITIATIVE FOR
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IN EACH REGION

Thank You

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GO VA Sequencing/2017 Road Map

- March
 - GO VA Board
 - Board meeting
 - Certify Regional Councils
 - Approve guidelines for Economic Growth and Diversification Plan
 - Discuss performance metrics/Purpose
 - Regions
 - Develop preliminary budget for submission at 04/06/17 GO VA Board meeting – Due to DHCD 03/24/17
 - Final budget and work plan will be reviewed at June Board meeting
 - Staff
 - RFP out to hire University to develop baseline data for each of the 9 regions
 - Complete work with University conducting analysis for regions for baseline data by April 20
 - RFP out to consultants for preliminary analysis of opportunities and gaps for each of the 9 regions- jointly with VEDP
 - Develop model RFP for regions to use to solicit consultant for G&D plan (will be shared at April 20 event)
 - Orientation event agenda and details
- April
 - GO VA Board
 - 04/06/17- GO VA Board meeting
 - Regions
 - RFP to solicit consultant for G&D plan after orientation event
 - **April 20- Orientation Conference**
 - Staff
 - Develop administrative guidance document and preliminary contract with regions
 - Work with University to meet April 20 deadline for baseline analysis of regions- jointly with VEDP
 - Work with university /consultant for preliminary analysis of priorities/opportunities for each region- jointly with VEDP
 - Operationalize workforce component and how to align money and research done by local boards
 - Target workforce that we need to drive the economy
 - Available workforce/drivers of workforce gaps
 - Monthly update by region

- May
 - GO VA Board
 - EC meeting
 - Regions
 - RFP for G&D plan consultants
 - Final budget proposals to be submitted for review by staff and GO VA Board prior to June Board meeting (will set date)
 - Staff
 - Finalize work with consultant for priorities/opportunities for each region
 - Develop report card/dashboard for performance metrics
 - Guidelines for evaluation of Growth and Diversification plan
 - Guidelines for project scoring (per capita and competitive)
 - Monthly update by region
- June
 - GO VA Board
 - 06/13/17 Board meeting
 - Final regional budget and work plan approval by Board (and funding)
 - Adopt evaluation criteria for evaluation of Growth and Diversification plan
 - Adopt scoring criteria for applications (per capita and competitive)
 - Discuss advisory committees
 - Regions
 - Growth and Diversification plan work
 - Staff
 - Guidelines for Collaborative Jobs Act
 - Technical Assistance to regions
 - Monthly update by region
- July
 - GO VA Board
 - Regions
 - Growth and Diversification plan work
 - Staff
 - Guidelines for Collaborative Jobs Act
 - Technical Assistance to regions
 - Monthly update by region
- August
 - GO VA Board

- EC meeting
- Review Collaborative Jobs Act guidelines
- Regions
 - Submit G&D plan to DHCD by 08/25/17
- Staff
 - Review of G&D plans (review team TBD)
 - Technical Assistance to regions
 - Establish deadline for competitive applications
 - Monthly update by region

- September

- GO VA Board
 - 09/12/17 Board meeting
 - Review/Approve G&D plans
 - Budget for next year
 - Staffing needs
 - Approve Collaborative Jobs Act guidelines
 - Approve competitive application deadline
 - EC meeting if add October meeting
- Regions
 - Project development/applications
- Staff
 - Process for submitting applications for formula based projects
 - Technical assistance to regions
 - Monthly update by region

- October

- GO VA Board
 - October 16
 - Review project applications
- Regions
 - Project development/applications
 - Project implementation
- Staff
 - Review projects
 - Technical Assistance to regions
 - Monthly update by region

- November

- GO VA Board

- EC meeting
- Regions
 - Project development/applications
 - Project implementation
- Staff
 - Draft Annual Report
 - Technical assistance to regions
 - Monthly update by region
- December
 - GO VA Board
 - Board meeting 12/12/17
 - Review/approve project applications for competitive funds
 - Regions
 - Project implementation
 - Project applications
 - Staff
 - Annual report due 12/01/17
 - Monthly update by region

Economic Growth and Diversification Plan

The economic growth and diversification plan, to be developed with the initial Virginia Growth and Opportunity Funds (VGOF), is to be a document that each Regional Council will use to identify economic opportunities, needs, and challenges, establish priorities among those opportunities, and outline needed enhancements where GO Virginia grant funds can (a) support collaborative programs between at least two or more localities that will (b) lead to the creation of more higher paying jobs. Such jobs should be primarily based on sectors and clusters that ultimately generate new revenues from out-of-state sources. The plan will guide the Regional Councils in supporting programs that include, but are not limited to, efforts to (1) create, recruit and/or retain the talent needed in the region; (2) grow existing businesses, develop existing clusters, scale up small and mid-size companies; (3) establish start-ups from commercializing research and supporting entrepreneurs, and; (4) potential joint economic development activities. The implementation of these plans should focus on higher paying jobs (above the median wage) for the region that will bring new investment, enhance the competitiveness of the region, and diversify the economy of the region, in turn supporting the growth of the Commonwealth's economy. The plan should encourage innovation and be flexible to incorporate new ideas and opportunities that are identified by the Regional Council over time. Finally, the plans, and ultimately, the projects, should focus on activities that are sustainable and have the ability for long-term growth.

Section I – Intent

GO Virginia is intended to facilitate regional collaboration to grow and diversify the economy through supporting projects leading to the creation of more higher paying jobs (primarily based on revenue derived from out-of-state sources) and addressing gaps in workforce and other factors that impact the success of growth and diversification programs at the regional level. Programs and projects recommended by the Regional Councils and approved by the Board shall be consistent with the regional economic growth and diversification plan. The plan should not specifically outline or limit the potential projects that could be later funded by the GO Virginia Board but instead serve as the guide for evaluating which potential projects best address the needs and opportunities identified in the plan.

Once a Regional Council has been certified, the Council will prepare a work plan and budget for the development of the economic growth and diversification plan that will be submitted to the GO Virginia Board, through the Department of Housing and Community Development (DHCD), for approval and funding. The budget must specifically justify how funds are to be spent and the process used by the Regional Council to determine the requested funding amount.

As outlined in the state appropriations act, initial GO Virginia funds may be used to support organizational and capacity building activities. This includes identifying regional economic priorities and building upon baseline economic analysis to inform priority and opportunity identification and to provide a foundation for regional gap analysis of skill levels in the workforce versus the skills most likely needed over time based on expected employment and organizational changes.

It is also expected that some portion of these funds allocated to each region may be used for initial incremental costs associated with the establishment of the Regional Council. GO Virginia funds should not be used to supplant existing funds or other resources already available to assist the Regional Council

with the development of the plan, and the Board reserves the right to consider the amount of money allocated to administrative expenses, and the efficiency in minimizing administrative costs, in making its funding allocations to Regional Councils.

Each Regional Council may apply for an initial grant in FY 17, not to exceed \$400,000. Additional planning funds may be requested in subsequent fiscal years if appropriated by the General Assembly. Currently, an additional up to \$250,000 is available to each region in FY 18. Using the priorities outlined in these guidelines, the Board will determine the amounts to be distributed to each Regional Council. Funds not allocated to Regional Councils in the initial funding round may be reserved for either additional planning and analysis or other capacity building activities that benefit regions at the discretion of the Board.

Section II - Match Requirement (Pending approval of budget)

Although a local match is not required for the grant in the first year to support the development of the regional economic growth and diversification plan, the Board will take into account work plans and budgets that have a local match, or other funds that may or have been available to support the development of the economic growth and diversification plan, in making its final funding allocations, up to the maximum provided for in the state budget, to a Regional Council.

Section III - Growth and Diversification Plan

Each Regional Council shall develop and provide, to the Board for approval, a regional economic growth and diversification plan in accordance with these guidelines. Plans should be based on a realistic and empirically derived understanding of the regional economy and its potential. The plan should establish priorities for future use of GO Virginia project grants and take into consideration other studies and analyses related to development and validation of an economic diversification strategy as it relates to the creation of higher paying jobs. In developing the plan, Regional Councils are advised that the projects and programs which could ultimately be funded by the GO Virginia Board need only include two or more localities.

It is not the intent of GO Virginia to duplicate recently completed or ongoing strategic planning efforts, or to serve solely as an implementation model for earlier plans. This is not a regional strategic economic development plan, nor is the plan envisioned to be comprehensive in addressing all challenges that face a particular region, but instead, the plan should focus on priority areas that accomplish GO Virginia's goals. Participation in the process of conducting a critical analysis of regional issues and prioritizing potential actions is essential, so the plan is intended to seek input from impacted stakeholders, focus attention on critical issues of regional economic growth and diversification, and identify and prioritize opportunities that could be pursued. The analysis should challenge existing assumptions about the region's economy and inform the Council on how the region may develop growth opportunities. Efforts should also include identifying whether the appropriate conditions exist for a region to effectively realize the priorities and strategies outlined in the plan.

The Board, and its administrative support, will provide technical assistance and review, upon request, during plan development.

The plan will identify key needs and opportunities and suggest leadership within the Region to:

1. Promote private sector growth and objectively derived priority areas of opportunity in the region leading to higher paying jobs by strengthening and diversifying the region's economy based primarily upon on revenues derived from out-of-state sources.
2. Conduct a focused gap analysis to identify economic sector gaps and possible growth areas and assess workforce availability/gaps related to the opportunities and needs identified and in the plan and review the existing drivers of higher paying jobs in the economy. The analysis should focus on priority areas identified as part of the diversification plan and not needs across the entire regional economy. Regions should reference the Virginia Workforce Board/Regional Workforce Investment Board gap analysis and consider other relevant state level strategic plans that contain data and elements related to the priorities of the region.
3. Illustrate potential actions the collaborating business, education, government, and other stakeholders in the region could pursue to expand economic opportunity, grow and diversify the economy, and align worker training programs with the education and skills needed by employers and potential employers in the region that leads to the creation of higher paying jobs.

As previously outlined, the plan is not intended to outline the exact projects that could be funded by GO Virginia project funds; but instead, should serve as the framework to guide future decisions by the Regional Council and the Board in determining which potential projects might address the plan's priorities and other statewide goals established by the Board.

Section III (A) - Requirements

At a minimum, and to assist with establishing baseline data for further evaluation, the plan should include the following elements:

1. Data on growth of the region- including both historical trends and comparative data to other similar regions, the state, and the nation, including:
 - a. Annual change in average personal income since 1996 (household income per Census, or BEA personal income)
 - b. Growth of key employment sectors since 1996
 - c. Job growth year by year and cumulative since 1996
 - d. How changes in employment and wage patterns have impacted regional economic growth since 1996 (i.e. the multiplier effect of jobs/wages lost or gained)
 - e. Identify commuting patterns into and out of the region and the impact of such a patterns on the ability to attract and or retain high paying jobs
 - f. Change in the number of jobs supported through revenues derived from out-of-state sources
2. Identify significant drivers of the existing economy and growth trends of these drivers

3. Identify existing efforts to diversify and grow and/or retain higher paying jobs and to enhance access to such jobs.
4. Identify existing or potential business sectors or clusters which can lead to sustainable, scalable, future growth in the region and the process used to select those sectors or clusters including how growth in them can be achieved. The identification of such sectors or clusters must be based on empirical data and which is based on results that are realistic given the drivers of the region's economy.

For purposes of the plan, a cluster is a group of companies in a business sector with an affiliated supply chain, the relationships between and among industries in a region that support economic growth, workforce training resources, and other related assets.

5. Identify workforce gaps in the availability of immediately employable talent in both the existing significant drivers of the economy as well as the suggested sectors or clusters and prioritized opportunity areas.
 - a. If a gap exists, identify current efforts to address, being specific as to the skills/credentialing/experience/education required and whether these efforts are adequate to address the shortage. Activities to import talent from outside Virginia to address gaps should also be considered.
6. Commuting patterns (both existing and potential) for the workforce to other regions/states and whether such activity affects the region's ability to attract and or retain high paying jobs.
7. Identify intraregional economic differences and how the plan will address the goals of GO Virginia in a way that benefits all parts of the region. The GO Virginia Board and staff will work with regions that have similar priorities and project ideas to encourage the regions to work together or seek joint opportunities.
8. Potential performance metrics as determined and defined by the Region based upon direction from the Board.

Section III (B) – Guiding Principles

Following a review and summary of this baseline data, the plan should be guided by the following principles:

1. The Regional Council shall acquire the baseline understanding necessary to produce a factually informed understanding of the region's current economic structure and how that existing structure predicates the range of potential and likely opportunities available. This would include a review of current and relevant existing local and regional strategic plans to provide baseline information (including but not limited to Comprehensive Economic Development Strategies, Workforce Investment Board regional plans, state level industry, workforce, and economic development strategic plans, trade association plans).

2. Members of the Regional Council shall play an active role in reviewing and analyzing regional information; shall participate in completing a critical analysis of the region (including its economic structure, existing development programs as well as future needs and opportunities); shall participate in identifying and prioritizing the needs and opportunities; and shall identify potential actions to address those needs and opportunities.
3. The Regional Council may hire a consultant to assist in the development of the plan or direct the hiring of the consultant through the support organization.
4. The regional planning process is intended to help identify needs and opportunities and also outline a prioritized plan of action that shows measurable results over a two-year period. An outline about how these efforts can be sustained over a 5-10 year horizon should also be provided. The plan must be revisited, on no less than a biennial basis, to determine if adjustments are required to better meet regional needs or take advantage of new opportunities. The plan may be amended by the Regional Council at any time to address emerging opportunities or special needs. Such amendments shall be subject to review by the Board.
5. The plan will outline priorities for the region and identify how the region could undertake activities to grow existing business, fill gaps in existing sector presence, scale up existing companies (particularly around existing or emerging supply chains and clusters), support entrepreneurs, identify opportunities for the commercialization of research, and examine potential joint economic development activities. The plan should also assess the number of small and minority owned businesses, and promote their development in the region, if such activities lead to the creation of higher paying jobs.
6. The plan should address the elements outlined in the Growth and Opportunity Act and how strategies are aligned with other related programs including, as appropriate, the Virginia Research Investment Committee (VRIC), the Collaborative Jobs Act, and the State Council for Higher Education Virginia (SCHEV) credentialing program. In addition, the plan should address how it aligns with other statewide and regional plans that may relate to the identified strategies and projects.
7. The Regional Council shall provide for public participation and input from affected stakeholders to help identify regional needs and opportunities for cooperation. The method of receiving input and the information gained must be documented in the plan.
8. The role of the Regional Council and other relevant agencies and entities involved in the development of the plan and potential implementation of the plan should be considered. Potential sources of matching funds should be identified, though specific commitments and amounts are not required until applications are sought to support regional projects. Note that any requested funds from the Board must be matched with non-state funds, however, additional match (above the amount of match requested from the Board) from state sources is encouraged.

Section IV - Reporting Requirements

Each Regional Council will submit an initial report to the Board by July 1, 2017 that will include:

- a. Summary of Regional Council formation process, membership, and structure
- b. Details of the support organization
- c. A copy of the Bylaws
- d. A status update on the economic growth and diversification plan and how the region will approach developing the plan

To assist in the completion of the Board's annual report requirement, each Regional Council awarded a grant from the fund will submit an annual report to the Board by October 15th. The plan due in 2017 shall focus on progress made since the initial report on identifying projects that could be funded to address the needs and opportunities identified in the regional growth and diversification plan.

Subsequent annual reports will include information about the following items:

1. Status report on region's overall progress in addressing the needs and opportunities identified in the region's plan for economic growth and diversification.
2. Assessment of the impact and outcomes from regional activities supported by grants from the Fund.
3. Performance metrics as identified in the economic growth and diversification plan and consistent with measures adopted by the Board
 - a. Performance measures should be accessible, realistic, and structured in a way that will drive decision making and enhance transparency.

Each Regional Council will certify to DHCD that it is in compliance with state disbursement requirements. DHCD will review the compliance of each Regional Council with the performance metrics established for individual projects and advise the Board on any actions that are taken to adjust or terminate funding for projects that do not fulfill these metrics.

Section V -Evaluation Criteria

Prior to submitting the proposed regional economic growth and diversification plan to the GO Virginia Board for review and approval, DHCD will afford an opportunity for appropriate State Agencies to review and comment on the plan. The purpose of this review shall be to ensure sufficient empirical review and basis was used to justify the recommendations in each plan and alignment with overall state goals.

When making decisions about funding for each Regional Council to undertake its own, and the approval of such plan, the Board will evaluate the following:

1. The efficiency with which GO Virginia funds are spent by the Regional Council. Specifically, proposals should minimize the amount of funds allocated to overhead and administrative expenses.
2. The amount, if any, of any matching or other leveraged funds to support the plan development.

3. Alignment of the proposed plan with the general statewide goals of GO Virginia and the performance metrics adopted by the Board.
4. Opportunities for alignment with skills gap analyses and other workforce plans.
5. The Board will take into consideration and encourage projects that have interstate, inter-regional, and other beneficial forms of collaboration as a result of the proposed activity.

Section V – Useful Resources

The following resources may be useful in providing additional direction or data to regional councils in developing their plans:

- Virginia Growth and Opportunity Act - <https://lis.virginia.gov/cgi-bin/legp604.exe?161+ful+CHAP0779+pdf>
- Council for Virginia’s Future “Virginia Performs” industry cluster quadrant analysis - <http://vaperforms.virginia.gov/indicators/economy/economicDiversity.php>
- Virginia Economic Development Strategic Plan - <https://commerce.virginia.gov/media/3501/new-virginia-economy-12052014.pdf>
- Virginia Chamber of Commerce Blueprint Virginia plan - <https://www.vachamber.com/blueprint-virginia/>
- Bureau of Labor Statistics- <https://www.bls.gov/cew/cewlq.htm>

Evaluation Criteria for Economic Growth and Diversification Plan

The guidelines stakeholder workgroup again met March 23rd and discussed possible framework for the evaluation of the various Economic Growth and Diversification plans. The workgroup plans to have a final document for your approval by the June meeting. To ensure the workgroup is representing the desires of this Board staff would like to discuss the guiding principles and address any concerns or questions the Board may have.

The evaluation criteria are based on the guidelines that were approved during the March 14, 2017 GO Virginia Board meeting.

The overarching goal of the plan is to guide the Regional Councils in supporting programs that include, but are not limited to, efforts to (1) create, recruit and/or retain the talent needed in the region; (2) grow existing businesses, develop existing clusters, scale up small and mid-size companies; (3) establish start-ups from commercializing research and supporting entrepreneurs, and; (4) potential joint economic development activities.

The evaluation criteria must ensure the Regional Council is compliant with the basic Code of Virginia and guideline tenants.

Discussion Questions-

1. While growing higher paying jobs in the region is central to the purpose of GO Virginia, this is a statewide program; so how important is it that we consider the impact to the overall VA economy as we consider the regional plans and then individual projects?
2. We know that regions are starting from different places and have different opportunities. How should we evaluate a region and strategy that proposes more aspirational strategies that become predicates for future job creation?
3. For the regions with urban centers and rural localities, how do we evaluate and balance rural needs and opportunities vs urban needs and opportunities?
4. Who and or what entities are central to the development and then review of these plans to ensure viability and sustainability of the plan? And what does sustainability mean to the Board?

Guiding Principles

Governance

- Was the Regional Council actively engaged in guiding the development of the plan?
- Did the RC address geographic challenges and ensure broad stakeholder engagement?
- How did the Board ensure the rigor and methodology of consultant studies?
- How and who is part of the prioritization process?

Strategy

- Did the Regional Council base decisions on empirical data and trends?
- Is the strategy more aspirational or are the priorities achievable and realistic?
- Does the region have a clear understanding of the challenges and gaps that will need to be addressed for the strategy to succeed?

Alignment

- Are the opportunities identified consistent with the intent of the Growth and Opportunity Act and reasonable for the region?
- Does the plan anticipate and promote intraregional collaboration?
- Are plans aligned with VRIC/Workforce/etc?

Impact

- Will the proposed strategies increase the number of higher paying jobs within the region?
- To what extent will the proposed strategies expand and increase revenues to the overall state economy?
- How will sub-regions be able to benefit from the proposed strategies?
- If job creation is not an immediate outcome, how will the activity build essential capacity for future economic growth and diversification?

GO Virginia Project Performance Metrics

1. Total increase and growth rate in the number of high paying jobs in a region when compared to the baseline established in the plan (likely tied to changes in median personal income or other measures of regional economic growth)
2. Return on investment from GO Virginia funded projects (need to agree on a common model for measuring ROI)
3. Change in business sector/cluster mix compared to baseline established in the plan (to measure the success of regional economic diversification), includes the growth in prioritized clusters (number of new jobs, number of new companies, revenue growth (if available))
4. Percentage of job increases attributable to out-of-state revenue

Pipeline Indicators

1. Number of small/mid-sized companies participating in cluster scale ups
2. Number of companies completing accelerator programs
3. Number of new startup companies
4. Job creation by companies less than 5 years old
5. Number of new companies resulting from patents/university intellectual property
6. Number of new joint and collaborative economic development projects
7. Trend in the cost of local government services per capita
8. Improvements related to in/out migration of workforce

Model RFP for Regional Consultants

Purpose

The purpose of this Request For Proposals (“RFP”) is to solicit sealed proposals to establish a contract through competitive negotiation with a qualified source(s) to provide professional services as described herein for the development of the Economic Growth and Diversification Plan for GO Virginia Regional Council _____

Proposal Inquiries/Point of Contact

All inquiries concerning this RFP should be submitted by email citing the RFP title to _____.

Potential Offerors must limit all contact, whether verbal or written, pertaining to this RFP, to the designated point of contact for the duration of the RFP process. Failure to do so may jeopardize further consideration of an Offeror’s proposal.

Glossary of Terms

The following terms and definitions apply to this RFP and any resulting contract:

- **Contractor** – The term “Contractor” refers to the person/firm awarded a contract to provide the services required in this solicitation.
- **Offeror** – The term “Offeror” refers to a person/firm who makes an offer by submitting a proposal in response to this solicitation.

Timeframe and Key Dates

RFP issued by Region	
Data collection, review, analysis	
Stakeholder Engagement	
Draft of plan to Regional Council	
Economic Growth and Diversification Plan due to DHCD	August 25, 2017
Amendments per DHCD/Board	

Offeror Qualifications

Written research proposals must be submitted no later than DATE via e-mail to _____

Proposals must contain:

- A description of the approach and methodologies to be used.
- The total cost as well as the cost of each study component.
- The name of the project lead and members of the team along with their resume(s) and respective experience in focused plan development.
- Additional data analysis that may be required to complete the work beyond what has been previously provided to regional councils by DHCD
- Description of efforts to maximize stakeholder engagement and participation in plan development

Objective

In 2016, The General Assembly passed legislation and created the *Virginia Growth and Opportunity Board and Fund (VGOF)*. The GO Virginia Board has 24 members, is representative of the diversity of the Commonwealth, and includes representation from the Virginia House and Senate, gubernatorial appointments, and private sector leadership. The Commonwealth was divided into nine (9) administrative regions that have formed Regional Councils which have been certified by the Board and will be the entity that applies for funding. Representation on the council include: business, education, government, civic or community leaders, economic and workforce development professionals, local government officials, regional planning entities and nonprofit representatives. The VGOF provides state grants to regions to fund projects identified by regional councils and approved by the Board as vital to the efforts to diversify the regional economy, strengthen their workforce, and support collaborative programs between at least two or more localities that will lead to the creation of higher paying jobs (above the median wage).

In order to assist the nine regional councils designated by the Virginia Growth and Opportunity Board (the "Board") to develop their growth and diversification plans (see attached guidelines), Regional Council X, is seeking assistance with developing the Economic Growth and Diversification plan for the region. The plan is a pre-requisite for establishing regional priorities for the use of project funds.

The economic growth and diversification plan will be a guiding document that each Regional Council will use to:

1. Identify economic opportunities, needs, and challenges
2. Establish priorities among identified opportunities
3. Outline needed enhancements where GO Virginia funds can support collaborative programs between at least two or more localities

DHCD has provided baseline measures for each region including:

1. Value of and change in average and median personal and household income, annually and cumulative since 1996 (household income per Census or BEA personal income)
2. Employment totals and employment growth by major industry sector, annually and cumulative since 1996 (use 2 digit NAICS codes for sectors, i.e. 31-33 for Manufacturing)
3. Net job growth annually and cumulative since 1996
4. Total employment numbers and unemployment rates annually and cumulative since 1996
5. Workforce commuting patterns into and out of the county and region annually since 1996
6. Total and change in the number and proportion of jobs supported through revenues derived from out-of-state sources, annually and cumulative since 1996
7. Jobs created by companies less than 5 years old annually and cumulatively since 1996
8. Jobs created by companies more than 10 years old annually and cumulatively since 1996
9. New company creation and destruction annually and cumulatively since 1996
10. Cost of local government services per capita annually since 1996
11. Number of college graduates annually since 1996
12. Average hourly wages by sector annually since 1996

The plan will guide the Regional Councils in supporting programs that include, but are not limited to, efforts to:

1. Recruit and/or retain the talent needed in the region
2. Grow existing businesses, develop existing clusters, and to scale up small and mid-size companies
3. Establish start-ups from commercializing university based research and supporting entrepreneurs
4. Support potential joint economic development activities such as site development and training initiatives

The implementation of these plans should focus on the creation of more higher paying jobs for the region that will bring new investment, enhance the competitiveness of the region, and diversify the economy of the region, in turn spurring the growth of the new Virginia economy.

Background

The Region should provide some initial background here – statistical info, general challenges, geography, etc.

Requirements

The Economic Growth and Diversification plan should be developed based on the criteria in the guidelines as well as the Evaluation Criteria for the plan as approved by the Board and available on the Department of Housing and Community Development (DHCD) website.

The Region should lay out expectations for communication/interaction with Regional Council and support organization here.

General Requirements include:

1. Conduct a review of existing documents, plans, and strategies in the Region
2. Data on growth of the region- including both historical trends and comparative data to other similar regions, the state, and the nation
2. Identify significant drivers of the existing economy and growth trends of these drivers
3. Identify existing efforts to diversify and grow and/or retain higher paying jobs and to enhance access to such jobs.
4. Identify existing or potential business sectors or clusters which can lead to sustainable, scalable, future growth in the region and the process used to select those sectors or clusters including how growth in them can be achieved. The identification of such sectors or clusters must be based on empirical data and which is based on results that are realistic given the drivers of the region's economy.

For purposes of the plan, a cluster is a group of companies in a business sector with an affiliated supply chain, the relationships between and among industries in a region that support economic growth, workforce training resources, and other related assets.

5. Identify workforce gaps in the availability of immediately employable talent in both the existing significant drivers of the economy as well as the suggested sectors or clusters and prioritized opportunity areas.
 - a. If a gap exists, identify current efforts to address, being specific as to the skills/credentialing/experience/education required and whether these efforts are adequate to address the shortage. Activities to import talent from outside Virginia to address gaps should also be considered.
6. Commuting patterns (both existing and potential) for the workforce to other regions/states and whether such activity affects the region's ability to attract and or retain high paying jobs.
7. Identify intraregional economic differences and how the plan will address the goals of GO Virginia in a way that benefits all parts of the region. The GO Virginia Board and staff

will work with regions that have similar priorities and project ideas to encourage the regions to work together or seek joint opportunities.

8. Potential performance metrics as determined and defined by the Region based upon direction from the Board.

DHCD, in concert with the Virginia Economic Development Partnership (VEDP), has provided baseline measures as well as an initial economic analysis that should be used to inform additional analysis for the development of this plan (Items #1, 2, and 4).

Reporting Requirements

The Contractor must comply with requests for cost estimates of phases and timelines for deliverables. In addition, the Contractor must provide specific progress reports for current projects as requested by the Regional Council or designee.

Deliverables

The Contractor must complete assignments and provide deliverables within required timeline and approved cost.

1. ___ copies of plan
2. ___ briefings/meetings with Regional Council to review the plan
3. ___ briefings/meeting with stakeholders/general public after approval of plan

Evaluation

Proposals shall be evaluated by the Regional Council using the following criteria:

- Overall suitability of the proposal and plans/methodology/approach to providing the requested services
- Demonstrated experience, qualifications, ability, and expertise of Offeror in providing the requested services
- Small, Women-Owned, and Minority-Owned Business Participation
- Total cost

General Terms and Conditions

CONTRACTUAL CLAIMS: The procedure for filing contractual claims is set forth in Section 2.2-4363 of the *Code of Virginia*.

APPLICABLE LAWS AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with all applicable federal, state and local laws, rules, and regulations.

ANTI-DISCRIMINATION: By submitting their proposal, Offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act, and Section 2.2-4311 of the *Virginia Public Procurement Act (VPPA)*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, Section 2.2-4343.1E).

In every contract over \$10,000 the provisions below apply:

During the performance of this contract, the Contractor agrees as follows:

The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such Contractor is an equal opportunity employer.

Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

The Contractor will include the provisions of the above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, Offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract, the Contractor certifies that the Contractor does not, and shall not, during the performance of the contract for services in the Commonwealth, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.

DEBARMENT STATUS: By submitting their proposal, Offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.

ANTITRUST: By entering into a contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular services purchased or acquired by the Regional Council under said contract.

PAYMENT:

Invoices for services and accepted deliverables shall be submitted by the Contractor directly to the payment address shown on the contract. All invoices shall show the contract number, Social Security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).

Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.

All services provided under this contract that are to be paid for with public funds shall be billed by the contractor at the contract price, regardless of which public agency is being billed.

The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail; the date of submission where payment is made electronically; or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.

Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, Contractors are on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, the Regional Council shall promptly notify the Contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A Contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification.

CHANGES TO THE CONTRACT: Changes can be made to the contract in any of the following ways:

The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.

The Regional Council may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, items such as services to be performed, the method of packing or shipment, and the place of delivery. The Contractor shall comply with the notice upon receipt. The Contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Regional Council a credit for any savings. Said compensation shall be determined by one of the following methods:

By mutual agreement between the parties in writing; or

By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Contractor accounts for the number of units of work performed, subject to the Regional Council's right to audit the Contractor's records and/or to determine the correct number of units independently; or

By ordering the Contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Contractor shall present the Regional Council with all vouchers and records of expenses incurred and savings realized. The Regional Council shall have the right to audit the records of the Contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice within thirty (30) days from the date of receipt of the written order from the Regional Council. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provided 2.2-4363 of the Code of Virginia. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the Regional Council or with the performance of the contract generally.

DEFAULT: In case of failure to deliver services in accordance with the contract terms and conditions, the Regional Council, after due oral or written notice, may procure them from other sources and hold the Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Regional Council may have.

ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this solicitation, the Regional Council will publicly post such notice for a minimum of 10 days.

DRUG-FREE WORKPLACE: During the performance of this contract, the Contractor agrees to (i) provide a drug-free workplace for the Contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the Contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a Contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: A Contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law. Any business entity described above that enters into a contract with the Regional Council pursuant to the Virginia Public Procurement Act shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. The Regional Council may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

SPECIAL TERMS AND CONDITIONS

AUDIT: The contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The Regional Council, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

CANCELLATION OF CONTRACT: The Regional Council reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 30 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

CONFIDENTIALITY OF INFORMATION: Contractor agrees to observe complete confidentiality with respect to all aspects of any confidential information, proprietary data and/or trade secrets and any parts thereof, whether such material is the Regional Council's or other manufacturer, vendor or distributor to which contractor or contractor's personnel may gain access while engaged by the Regional Council. Revealing, copying or using in any manner whatsoever any such contents which have not been authorized by the Regional Council is strictly prohibited. The restrictions herein shall survive the termination of this agreement for any reason and shall continue in force and effect and shall be binding upon the contractor, its agents, employees, successors, assigns, subcontractors or any party claiming an interest in this agreement on behalf of or under the rights of the contractor following any termination. Contractor shall advise all Contractors' agents, employees, successors, assigns, or subcontractors that are engaged by the Regional Council of the restrictions, present and continuing, set forth herein. Contractor must receive written permission from Regional Council to advertise the work being done for the Council. Contractor shall defend and incur all costs, if any, for actions which arise as a result of non-compliance by Contractor, its agents, employees, successors, assigns, or subcontractors regarding the restrictions herein.

INDEPENDENT CONTRACTOR: The Contractor shall be considered an independent contractor and neither the Contractor, nor personnel employed by the contractor, are in any sense to be considered employees or agents of the Regional Council, or of the Commonwealth of Virginia.

OWNERSHIP OF MATERIAL: All materials generated under this contract shall be considered work made for hire. The Regional Council shall have all rights, title and interest in or to all products, work plans, project reports, designs, programs, databases and documentation developed or generated under this contract including without limitation unlimited rights to use, duplicate, modify or disclose any part thereof, in any manner and for any purpose and the right to permit or prohibit any other person including the contractor from doing so. To the extent the Contractor may be deemed at any time to have any of the foregoing rights the Contractor agrees to assign and does hereby assign such rights to the Regional Council.

CONFLICT OF INTEREST: The Regional Council reserves the right to determine if a conflict of interest exists between the Contractor or their affiliates and the work of the Regional Council. The Contractor shall continue to disclose during the term of the contract to the Regional Council any situations in which potential conflict of interest could arise, present the facts of the situation and offer an opinion as to whether the situation involves a conflict. The Contractor shall agree to accept the decision of the Regional Council as to whether or not a conflict exists.