

BLUEPRINT
VIRGINIA

A Business Plan for the Commonwealth

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*A Business Plan for
the Commonwealth*

Steering Committee Work Session
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VIRGINIA
CHAMBER

THE VOICE of BUSINESS



Table of Contents

Themes	3
Education	4
Workforce	5
Business Climate & Economic Development	6
Transportation	8
Health care	10
Technology, Innovation, & Startups	11
Energy	12
Manufacturing	13
Environment	14
National Security & Veterans Affairs	16

Themes



Workforce		Education	
<ul style="list-style-type: none"> Data & Dissemination Public-Private Partnerships Targeted Sectors 	<ul style="list-style-type: none"> Targeted Populations Regional Solutions Leadership 	<ul style="list-style-type: none"> System-Level Reform Early Childhood Education 	<ul style="list-style-type: none"> K-12 Education Post-Secondary/Higher Education
Business Climate & Economic Development		Transportation	
<ul style="list-style-type: none"> Incentives International Taxes Workforce Pro-Business Policies 	<ul style="list-style-type: none"> Federal Landscape Tourism Industry Sectors Small Business 	<ul style="list-style-type: none"> 2013 Legislation Implementation Transportation Assets “All of the Above” Strategy Tradition of Innovation 	<ul style="list-style-type: none"> Aviation & Aerospace Highways Ports Rail & Transit Enhance Competitiveness
Health care		Technology, Innovation & Startups	
<ul style="list-style-type: none"> Population Health & Wellness Quality, Access, & Cost 	<ul style="list-style-type: none"> Health Workforce Innovation 	<ul style="list-style-type: none"> Innovation Funding Entrepreneurship Technology Sectors 	<ul style="list-style-type: none"> STEM Education Commercialization Broadband Coverage
Energy		Manufacturing	
<ul style="list-style-type: none"> “All of the Above” Strategy Efficiency/Education 	<ul style="list-style-type: none"> Energy Reliability Infrastructure Investment 	<ul style="list-style-type: none"> Taxes Regulation 	<ul style="list-style-type: none"> Economic Development Energy
Environment		National Security & Veterans Affairs	
<ul style="list-style-type: none"> Water Land Air Climate 	<ul style="list-style-type: none"> Sustainability Government Recreation 	<ul style="list-style-type: none"> Virginia-based Military Assets Military Families 	<ul style="list-style-type: none"> Veterans and Workforce Future Challenges

Education



Goal: Develop our nationally ranked education system into a global best in class system that develops the world's best workforce for the 21st century economy.

Industry Council Chair: Mike Daniels, Chairman of LMI

System-level Reform	Early Childhood Education	K-12 Education	Post-Secondary/ Higher Education
<ul style="list-style-type: none"> Invest in STEM-H education as an important issue to the business community at all levels of education (at least half of well paying “STEM jobs” do not require a four year degree) while providing well-rounded education including needed “soft skills.” Establish a goal of developing a globally best-in-class system, not just a nationally competitive one. Question basic assumptions about our education system, from calendars to compensation, to determine if they still make sense in the 21st century. Strengthen the linkages between the classroom and the workplace at all levels, with efforts by both the public and private sectors. Reinvent our linear model of education to recognize that in the 21st century economy workers will need to re-enter our education system throughout their career. 	<ul style="list-style-type: none"> Improve access to high quality early childhood education--a key determinant of both school readiness and third grade reading attainment. Address the fragmentation and gaps that exist in our current public policy approach to early learning. Improve the flexibility of existing state funding for at-risk preschoolers (the Virginia Preschool Initiative) to allow it to be more fully used at the local level. Identify opportunities for public/private partnerships to promote community-wide access to high quality early learning. Implement appropriate models from the private sector, such as pay for performance, in publicly funded child care and early learning. 	<ul style="list-style-type: none"> Celebrate our current success in K-12 reform and accountability while recognizing the imperative for further improvement to maintain our competitive advantage nationally and improve our standing globally. Develop additional linkages between K-12 accountability measures and long-term post-secondary and workplace success. Build on our best in the nation STEM-H education program (as recognized by the U.S. Chamber of Commerce) to achieve global best-in-class status. Forge partnership between the business community and K-12 schools. STEM-H education, career readiness, reimaging middle school, and mentoring students are key opportunities for the business community. 	<ul style="list-style-type: none"> Build on one of state government’s core assets--the Virginia Community College System-- as a critical gateway to both post-secondary education and the workforce for high school graduates and mid-career adults. Acknowledge funding and affordability challenges as well as the need to adapt to potential technological innovations in the higher education instructional and business model. Support the Virginia Business Higher Education Council’s <i>Grow By Degrees</i> coalition’s objectives, including its “College, Knowledge and Jobs” policy agenda and sustained implementation of the “Top Jobs” Act of 2011. Prioritize the “Top Jobs” components with the most business salience -- increased STEM-H education and career readiness, including industry certification and licensure for high-demand, high-skilled jobs.



Goal: Create a more robust workforce to meet the needs of businesses.

Industry Council Chair: Mike Daniels, Chairman of LMI

- Recognize that a highly talented and educated workforce is the lynchpin of maintaining and elevating Virginia’s economic competitiveness;
- Strengthen Virginia’s approach to workforce development at the state level and within regions; invest in Virginia’s Community College System
- Elevate Virginia’s workforce system brand so that it is nationally recognized among businesses; Recognize that Virginia will need 2 million new workers to support the state’s economic growth over the next ten years;
- Strengthen the private sector voice in state level workforce efforts (Blueprint Virginia Industry Council, Virginia Workforce Council, etc.).

Data & Dissemination	Public-Private Partnerships	Targeted Sectors	Targeted Populations	Regional Solutions
<ul style="list-style-type: none"> • Strengthen our platforms for workforce related data, such as Labor Market Information. • Continue to use approaches that provide students with information on future careers (i.e. Virginia Education Wizard, Academic and Career Plans, and Career Coaches). • Articulate and disseminate information on workforce that catalyzes a dialogue on the future of Virginia’s workforce at the state level and within our regions (i.e. State of the Workforce). 	<ul style="list-style-type: none"> • Promote innovative public-private partnerships for workforce training, especially in the area of STEM and encourage replication (i.e. SySTEMic Solutions). • Support the development of public-private technical training centers for high-demand fields (i.e. Advanced Manufacturing Apprenticeship Academy). • Utilize the expertise of the private sector in redesigning curricula and developing training programs for both technical and “soft skills” education. • Continue to promote experiential learning opportunities tied to careers for the K-12 student population. • Collaborate with businesses that have robust in-house training programs to source the non-proprietary elements of these programs. 	<ul style="list-style-type: none"> • Encourage adequate funding for state of the art equipment and training to address new areas and advanced technologies (i.e. robotics) for high-demand fields such as advanced manufacturing, data analytics, bioscience, and information technology. • Strengthen vocational training opportunities including apprenticeships. • Emphasize industry certifications and credentials as a pathway for opportunity beyond a four-year degree. 	<ul style="list-style-type: none"> • Support workforce development efforts targeted to Veterans (i.e. Virginia Values Veterans, Military2Manufacturing, and expediting training for high-demand fields). 	<ul style="list-style-type: none"> • Support the development of business-driven regional workforce solutions that meet the needs of a key regional industry over a sustained period of time, particularly for “mid-skill” workers. • Go beyond a general emphasis of STEM education and encourage a deep understanding of STEM opportunities that align with regional needs. • Encourage regional leadership to develop workforce solutions that actively engage the private sector in meeting regional gaps by redesigning curricula, redirecting resources, and realigning programs (i.e. nuclear engineering in Lynchburg and maritime training in Hampton Roads). • Continue to emphasize collaboration across state agencies in providing technical assistance and expertise to regional partnerships.

Business Climate & Economic Development



Goal: Strengthen and expand Virginia's economy to maintain Virginia's rank as the best state for business.

Industry Council Chair: Tom Palmer, Regional Vice President and Senior Vice President of Central and Eastern Virginia Commercial Banking for Wells Fargo Bank

Incentives	International	Taxes	Federal	Small Business
<ul style="list-style-type: none"> • Preserve Virginia's incentive programs. • Continue to use incentives in a responsible manner. • Support new incentives that demonstrate their effectiveness and help Virginia target future growth industries while protecting existing businesses. • Support continued investment and incentives that spur economic development in rural Virginia. 	<ul style="list-style-type: none"> • Continue to market Virginia as a great place for international companies to locate. • Continue to develop trade opportunities for Virginia goods and services. • Continue to support transportation infrastructure investments that will strengthen international trade (ports, airports, rail and roads). 	<ul style="list-style-type: none"> • Support a comprehensive study of Virginia's tax structure. • Support changes that will modernize Virginia's tax structure. 	<ul style="list-style-type: none"> • Protect Virginia in future BRAC rounds through the work of the Governor's Commission on Military Installations and Defense Activities and future commissions. • Promote the private sector's capabilities in federal contracting and procurement matters. 	<ul style="list-style-type: none"> • Promote the integration of small business in statewide economic planning efforts. • Support the development of business incubators and additional resources. • Encourage more small business development financing, venture capital formation and tax incentives. • Strengthen access to Virginia's current incentive programs for small business.

Business Climate & Economic Development



Goal: Strengthen and expand Virginia's economy to maintain Virginia's rank as the best state for business.

Industry Council Chair: Tom Palmer, Regional Vice President and Senior Vice President of Central and Eastern Virginia Commercial Banking for Wells Fargo Bank

Tourism	Workforce	Industry Sectors	Pro-Business Policies
<ul style="list-style-type: none"> • Endorse Virginia Tourism Corporation's "DRIVE Tourism" plan. • Continue to support VTC's efforts to maintain and expand domestic and international travel market and motion picture production. • Promote distinctive visitor experiences through connectivity and authenticity. • Strengthen programs that support tourism product development and infrastructure. 	<ul style="list-style-type: none"> • Streamline and improve the effectiveness of Virginia's workforce training programs. • Tailor workforce programs to meet the needs of corporate partners. • Support efforts, such as immigration reform, to retain and attract the most talented workers. • Economic development and workforce development organizations should align on ensuring that good jobs come to Virginia and the state has the highly educated workforce to fill those jobs. 	<ul style="list-style-type: none"> • Support innovation hubs around concentrated areas of activity to grow new companies. • Expand opportunities in agriculture and forestry. • Cultivate a strong environment for research and development and new company formation. • Replicate CCAM and CCALS approach for other industries. 	<p>Maintain Virginia's pro-business policies like:</p> <ul style="list-style-type: none"> • The Commonwealth's right-to-work laws. • An equitable and fair legal system. • Unemployment and workers' compensation systems that balance the needs of employees and employers. • Strong communities and a robust housing market.

Transportation



Goal: Continue to develop a safe and efficient transportation system that effectively moves people and goods through the Commonwealth and fosters growth and development for a competitive economy.

Industry Council Chair: Whitt Clement, Partner, Head of Virginia Government Relations Team, at Hunton & Williams

Efficient and Effective Implementation of 2013 Legislation	Maximize the Value of Virginia’s Transportation Crown Jewels	Maintain and Strengthen an “All of the Above” Strategy in Transportation	Continue Tradition of Innovation Even in an Era of Improved Funding
<ul style="list-style-type: none"> • Spend the funding provided by the 2013 legislation in an efficient and effective manner - the key to both successful implementation of the legislation and any future discussion of transportation funding needs. • Advance a transportation policy approach that focuses on corridors of regional and statewide significance and strategic investments that have the greatest impact on performance and safety. • Establish performance-based priorities that reduce travel times, improve travel speeds and reduce road congestion and delays. 	<ul style="list-style-type: none"> • Protect and strengthen Virginia’s strategic transportation assets--from Virginia’s ports to Dulles Airport to our rail network to Wallops Flight Facility • Identify and address threats to these assets. • Build on current efforts to maximize the value of these world class assets. 	<ul style="list-style-type: none"> • Take an “all of the above” strategy in transportation, with meaningful investments in all modes of transportation. • Develop transportation policies in coordination with other significant public policy priorities, including economic development and environmental stewardship. 	<ul style="list-style-type: none"> • Build on past innovations such as the Public Private Transportation Act (PPTA), VDOT reform across several administrations, and use of HOT lanes and congestion pricing on the Capitol Beltway. • Support technology and innovation in transportation policy.



Efficient and Effective Implementation of 2013 Legislation

Industry Council Chair: Whitt Clement, Partner, Head of Virginia Government Relations Team, at Hunton & Williams

Aviation & Aerospace	Highways	Ports	Rail & Transit	Overall Competitiveness
<ul style="list-style-type: none"> Enhance transportation network to Wallops Island in support of commercial space launches Expand partnerships with aerospace industry, military & ed. Institutions Enhance aviation/aerospace education to address the short supply of critical job skills in the STEM fields 	<ul style="list-style-type: none"> Repair deficient pavements Rehabilitate structurally deficient bridges Increase highway capacity of I-81 in strategic locations Increase highway capacity of I-64 between Richmond and Hampton Roads Complete construction of I-73 between I-581 in Roanoke & the North Carolina Border Increase interstate capacity around the Washington, D.C. Metro- Area Investment in tunnels and bridges in Hampton Roads Protect Route 29 corridor for future improvements 	<ul style="list-style-type: none"> Improve multimodal facilities throughout the Virginia port system to handle anticipated increase in freight as a result of the Panama Canal expansion Promote development of Commonwealth Connector (State Highway 460) 	<ul style="list-style-type: none"> Improve transit in rural Areas Improve freight rail along I-81 Invest in high speed rail between Washington, D.C., Richmond, and Hampton Roads and between Richmond and Raleigh 	<ul style="list-style-type: none"> Expand the Port and related intermodal facilities Support Dulles International Airport and growth of the Dulles Corridor Connect high speed and intercity rail with regional transit systems Improve freight mobility Support major military facilities Complete unfinished PPTAs

Health care

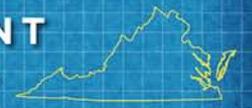


Goal: Use innovation to transform Virginia’s health care system into a competitive advantage through improvements in population health, cost, access, and quality.

Industry Council Chair: Tonya Mallory, President & CEO of HDL, Inc.

Population Health and Wellness	Quality, Access, and Cost	Health Workforce	Innovation
<ul style="list-style-type: none"> Focus on population health as it is among Virginia’s weakest attributes on Virginia Performs, ranking middle of the pack in most indicators. Use population health improvements as a key lever in cost containment and a driver for savings. Invest in data analytics to take advantage of Virginia’s emerging data infrastructure (HIE and APCD). This is necessary to ensure transparency, engaged consumers, cost-effective care, and accountability. Invest in prevention and pursue high-value treatment of chronic disease, behavioral health, and special needs populations. Promote public policy and private efforts to improve individual wellness and population health, including but not limited to managed care for public health program participants, employee wellness efforts, or community health efforts. 	<ul style="list-style-type: none"> Focus on improving the value of care – defined as quality and cost. Use payment reform as a key lever to improve value for both public and private payers. Empower health care consumers and/or their responsible decision-makers with information to enable appropriate and cost-effective care decisions in partnership with their providers. Support expanded access to care as a means for controlling costs and improving quality, recognizing that the hospital emergency room is the least appropriate and most expensive place to provide routine access to care. Implement Medicaid reform and expansion to help reduce cost shifting onto insured patients and employers for the cost of treating the uninsured. Strengthen the individual and small group insurance market through public and private innovation. 	<ul style="list-style-type: none"> Solving our growing health workforce challenges will improve the state’s competitiveness and strengthen our health care system. Address the need for additional clinical training slots - the key challenge to address short-term. Develop more team-based models of care to accommodate the needs of a population that is both growing and aging. Integrate returning veterans into the health workforce - a key opportunity to both strengthen and diversify it. 	<ul style="list-style-type: none"> Invest in efforts to drive multi-stakeholder, system-level reform, such as the Virginia Center for Health Innovation’s Health Innovation Plan. This is important for promoting long-term improvement in our health care system. Replicate best practice innovations within Virginia’s existing health care system. Recognize innovation as an important component in transforming our state’s health care system into a competitive advantage for Virginia. Encourage employer led health care coalitions on a regional basis.

Technology, Innovation, & Startups



Goal: Ensure that Virginia remains a leader in technology, innovation and startups.

Industry Council Chairs: Bob Stolle, Senior Vice President of Operations for CIT, and Josh Levi, Vice President of Policy for Northern Virginia Technology Council

Innovation Funding	Entrepreneurship	Technology Sectors	STEM Education	Commercialization	Broadband
<ul style="list-style-type: none"> Identify and encourage adequate funding and tax policy: CIT GAP Funds; Angel Investment Tax Credit; capital gains tax exemption; CRCF; R&D Tax Credit. Promote regional private investment funds. Support the creation of industry-specific accelerators. 	<ul style="list-style-type: none"> Create a stronger environment for entrepreneurship (outreach on available resources, teaching entrepreneurship in the schools, and statewide recognition). Enhance Virginia's Business One-Stop portal. 	<ul style="list-style-type: none"> Continue to use the R&T Strategic Roadmap for investment in priority sectors. 	<ul style="list-style-type: none"> Continue to encourage experiential STEM opportunities for students, such as the CSIIP. Continue to explore policies to recruit and retain STEM teachers. Continue to emphasize STEM degree attainment. 	<ul style="list-style-type: none"> Strengthen the Commonwealth's efforts to commercialize university IP. 	<ul style="list-style-type: none"> Continue to invest in expanding broadband coverage and planning efforts. Encourage a non-compete policy for government bodies where broadband coverage exists.



Goal: Create a balanced, sustainable energy policy that supports economic development and job growth and meets the growing needs of our population and business community.

Industry Council Chair: Preston Bryant, Senior Vice President of Infrastructure and Economic Development for McGuireWoods Consulting

“All of the Above” Strategy Job Creation	Infrastructure Investment	Energy Reliability	Efficiency & Education
<ul style="list-style-type: none"> • Shape public policies to take advantage of the dramatic increases in domestic energy supply. • Support the full range of energy resources in Virginia to promote stable rates, economic development, energy independence, and environmental protection. • Focus on energy investment opportunities that promote jobs, capital investment, economic development. • Build on Virginia’s affordable energy prices and reliable energy supply as a competitive advantage in recruiting business to the Commonwealth. 	<ul style="list-style-type: none"> • Encourage continued fuel diversity through traditional and alternative energy investments in new sources of power generation, including but not limited to natural gas, coal, nuclear, biomass, solar, and wind. • Identify highest potential opportunities for gas infrastructure investment to spur economic development. • Better position Virginia’s offshore wind industry through investments in data technology, port capacity, and other opportunities to increase the supply chain potential of offshore wind. 	<ul style="list-style-type: none"> • Support investments in grid reliability and security to promote the most reliable possible service. • Promote energy infrastructure planning to make the state’s energy supply resilient and secure. • Encourage energy policy that accounts for the increased risk of energy disruption. • Emphasize the importance of infrastructure investments to energy regulators and companies. 	<ul style="list-style-type: none"> • Leverage private-sector investments for energy-efficiency improvements in state-owned buildings. • Bring new energy-efficiency technologies to market through incentives. • Strengthen consumer education and technical support for energy efficiency. • Provide understandable, useable information to energy consumers directly at the consumer and retail level. • Localize Virginia’s energy education efforts.

Manufacturing



Goal: Strengthen Virginia's business environment for advanced manufacturing.

Industry Council Chairs: Chris Caldwell, Government Affairs Manager – Southeast Region for DuPont, and Brett Vassey, President & Chief Executive Officer of the Virginia Manufacturers Association

Taxes	Regulation	Economic Development	Energy
<ul style="list-style-type: none">• Support policies that will lower the effective tax rate for manufacturers.	<ul style="list-style-type: none">• Emphasize a reduction in regulatory barriers and costs.• Support adequate funding for environmental regulatory agencies.• Encourage adequate general fund investments in wastewater and water treatment facilities.	<ul style="list-style-type: none">• Strengthen economic development incentives for job creation and retention.• Support an assessment to determine what agency should manage the Virginia Jobs Investment Program.• Strengthen export assistance to small and medium manufacturers.	<ul style="list-style-type: none">• Encourage diversity in the Commonwealth's energy portfolio to maintain low cost energy.



Goal: Protect, conserve and develop our natural, historic and recreational resources through business initiatives and sustainable solutions.

Industry Council Chair: Dennis Treacy, Executive Vice President and Chief Sustainability Officer for Smithfield Foods, Inc.

Water	Land	Air	Climate
<ul style="list-style-type: none"> • Continue progress in restoring the Chesapeake Bay and Virginia rivers and streams. • Maintain efforts to identify sources of water impairments and implement cleanup plans. • Continue the implementation of Virginia’s Chesapeake Bay Phase II, Water Implementation Plan • Promote coordinated public-private approaches to developing and implementing modern stormwater practices and technologies. • Continue to encourage wise stewardship of water resources and supplies. • Invest in agriculture stewardship practices and local government stormwater infrastructure needs. 	<ul style="list-style-type: none"> • Continue to partner with federal military bases to conserve lands around base perimeters to avoid land use conflicts. • Encourage adequate funding for state Brownfields programs. • Continue to preserve lands through approaches such as tax credits, grants, and occasional bond issuances. 	<ul style="list-style-type: none"> • Continue to strike a balance between economic growth and air quality for Virginia’s citizens. 	<ul style="list-style-type: none"> • Support adaptation planning for the potential effects of changing weather patterns and natural disasters with state assistance.

Environment



Goal: Protect, conserve and develop our natural, historic and recreational resources through business initiatives and sustainable solutions.

Industry Council Chair: Dennis Treacy, *Executive* Vice President and Chief Sustainability Officer for Smithfield Foods, Inc.

Sustainability	Government	Recreation
<ul style="list-style-type: none">• Encourage sustainable business practices through approaches, such as: environmental management systems; reuse and recycling programs; green buildings; reporting and disclosure; and, goal setting.	<ul style="list-style-type: none">• Support adequate resources for Virginia’s environmental regulatory agencies.• Continue to manage environmental programs in a responsible manner and focus on issues that can be controlled by Virginia.	<ul style="list-style-type: none">• Support the protection of parks, trails, boat landings, and other water access points.• Encourage “multiple use” spaces for recreation.• Support strong game and wildlife management programs in Virginia.

National Security & Veterans Affairs



Goal: Preserve Virginia's military assets and support veterans and their families through increased educational and job opportunities.

Industry Council Chairman: Admiral (Ret.) John C. Harvey, Chairman of the Commission on Military Installations & Defense Activities

Preserve Virginia-based Military Assets	Support Military Families	Integrate Veterans Into the Economy	Prepare for the Challenges Ahead
<ul style="list-style-type: none"> • Leverage our proven record as the best host state for preservation of military assets in an era of defense cutbacks. • Continue progress made since the last round of BRAC in reducing threats. • Implement recommendations from the Governor’s Commission on Military Installations and Defense Activities. • Build on the core military assets and seek to expand their mission and economic impact. 	<ul style="list-style-type: none"> • Partner with state government to examine the full range of opportunities to support military families in education, health and human services, and in the workplace. • Review long-standing positions of the business community and state government to consider if they make sense in the context of a military drawdown and the stresses facing military families as a result of both continued overseas commitments and federal resource constraints. 	<ul style="list-style-type: none"> • Recognize the many advantages that well-trained, well-disciplined, highly motivated veterans bring to the civilian workforce. • Make a business-community wide commitment to helping veterans transition into the civilian economy as the military drawdown is implemented. (i.e. Virginia Values Veterans) • Continue to replicate the successful “Troops to Energy” model in other industries in Virginia, such as the current efforts underway for healthcare. 	<ul style="list-style-type: none"> • Continue the Governor’s Commission on Military Installations and Defense Activities in an appropriate form during the next administration. • Partner with host communities to prepare for future base closure and related efforts at the federal level to include land preservation where appropriate. • Accelerate investments in transportation infrastructure to support current and future military assets.