



**VETERAN
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**VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP
THIRD WEDNESDAY WEBINAR**

BLUEPRINT VIRGINIA: UPDATE 2015

**WEDNESDAY, JUNE 17, 2015
2:00 P.M. - 2:50 P.M.**

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10 **PRESENTERS:**

11

12 **BARRY DUVAL,**



13 PRESIDENT AND CEO

14 VIRGINIA CHAMBER OF COMMERCE

15

16 **Q & A SEGMENT:**

17 **CONNIE LONG**



18 VIRGINIA ECONOMIC DEVELOPERS ASSOCIATION

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11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

INDEX

Page

BRENT SHEFFLER

4

BARRY DUVAL

9

QUESTION AND ANSWER SESSION BY CONNIE LONG 27



1 **THIRD WEDNESDAY WEBINAR**

2 **WEDNESDAY, JUNE 17, 2015**

3 **2:00 P.M.**

4 **BRENT SHEFFLER:** Hello everyone.

5 Welcome to the Virginia Economic Partnership's Third
6 Wednesday Webinar. Thank you for joining us today.

7 Today is the 17th day of June, 2015.

8 This Third Wednesday Webinar is the fifth in our
9 2015 series and is titled, "Blueprint Virginia:

10 Update 2015". We expect today's session to run a
11 little under one hour.

12 My name is Brent Sheffler. I serve as
13 Managing Director of Knowledge Transfer and Strategic
14 Outreach on the Business Expansion Division at the
15 Virginia Economic Development Partnership. At the
16 controls is Connie Long with the Virginia Economic
17 Developers Association, also known as VEDA. Connie is
18 managing the dashboard and will moderate the Q and A
19 part of today's webinar.

20 The Virginia Economic Development
21 Partnership is collaborating with the Virginia Chamber
22 of Commerce to conduct today's webinar.

23 In just a minute I will introduce our
24 program for today but before I do I'd like to provide
25 our listeners with a bit of webinar housekeeping.

1 Those of you attending this webinar are in listen only
2 mode for the duration of the program. Your mics and
3 your telephones have been muted. We can't hear you
4 but we can read what you write in the question panel.
5 Usually this question panel is located in the upper
6 right of your screen. We are taking questions and we
7 want this webinar to be interactive.

8 Those of you who have screens on your
9 desktop, your laptop or your mobile device are invited
10 to type your questions in the question panel window on
11 your GoToWebinar dashboard at any time during the
12 session. Connie Long is able to read the questions
13 submitted and can communicate those questions to us as
14 we proceed through today's session. Again, we want
15 this to be interactive so please go ahead, drop a
16 question into the question panel if you have one.

17 Several of our listeners ask us how they can
18 receive a copy of the presentations. This
19 presentation is being recorded. After we close today's
20 session and after we have recorded the webinar we will
21 post it on the VAallies.org website. If you missed
22 any of the webinars conducted so far, and we have
23 produced more than 30 webinars since 2012, you are
24 invited to go to the VAallies.org website where each
25 webinar we have conducted will be made available to

1 you. After we end today's session and once you close
2 the GoToWebinar you will receive an email with a few
3 survey questions. The survey should arrive in your
4 email within 24 hours after the close of today's
5 webinar. We encourage you to just take a minute and
6 respond to the survey and give us your feedback. This
7 will help us to improve and plan for future webinars.

8 So, as a quick snapshot, please use the chat
9 box during the webinar to submit your questions. Yes,
10 the webinar is being recorded so visit the website
11 listed above for the recording and the webinar is
12 being transcribed and the transcription will be posted
13 on the website.

14 So why are we doing this? Our Third
15 Wednesday Webinars are part of the Virginia Economic
16 Development Partnership's Ally Communication Strategy.
17 The webinars held in 2013, 2014 and the webinars we
18 are showcasing this year are designed to bring subject
19 matter experts to address topics that are important to
20 you and to share knowledge about available resources.
21 It's our objective to keep you, our Virginia allies
22 and partners, well informed so that we can
23 collectively accomplish our mission and realize our
24 economic development goals.

25 For those of you just now joining us, today's

1 topic is titled, "Blueprint Virginia: Update 2015".
2 Our speaker today is Barry DuVal who joins us from the
3 Virginia Chamber of Commerce.

4 Here's a little bit about what we plan to
5 cover. We will hear about what Blueprint Virginia is
6 all about. How Blueprint Virginia serves as a dynamic
7 business plan for economic development. How the
8 issues described in the plan are being addressed and
9 what progress has been made to date. How economic
10 developers in Virginia can continue to bring their
11 best ideas forward to continue to strengthen
12 Virginia's economic competitiveness and where economic
13 developers and community leaders can go for more
14 information. We have considerable material to cover
15 so let me introduce our speaker.

16 Barry DuVal's public service began in 1988
17 when he was elected to the Newport News City Council.
18 In 1990 he was elected Mayor of the City of Newport
19 News. He served as Mayor from 1990 through 1996.

20 From 1996 through 1998 he served as the
21 founding President and CEO of Hampton Roads
22 Partnership, a regional organization designed to
23 advance the economic interests of southeast Virginia's
24 1.6 million citizens.

25 From 1998 through 2002 Barry served as the

1 Secretary of Commerce and Trade for the Commonwealth
2 of Virginia. During his term as Secretary, Virginia
3 set new records of economic development with more than
4 1,500 economic development projects representing
5 nearly 157,000 new jobs and \$13.7 billion on private
6 investment.

7 Upon the completion of his term as Secretary
8 of Commerce and Trade, Barry served as President and
9 CEO of Kaufman & Canoles Consulting, LLC, an economic
10 development firm specializing in Public Private
11 Partnerships and strategic planning for business,
12 government agencies and municipalities.

13 On April 28th of 2010, over five years ago,
14 the Virginia Chamber of Commerce named Barry DuVal as
15 its new President and CEO.

16 Barry's record speaks for itself.
17 Throughout his entire career Barry DuVal has
18 consistently demonstrated his commitment to economic
19 development and to the economic well being of
20 individual citizens, businesses and industries
21 throughout the Commonwealth of Virginia.

22 Please join me in welcoming Barry DuVal. I
23 am changing the presenter to Barry and he will show
24 you his slides in just a minute.

25 And Barry, if you're ready to go, please go

1 ahead.

2 **BARRY DUVAL:** I want to express my
3 appreciation to the Economic Developers Association,
4 to Connie and all those involved in the board for the
5 opportunity to share an update on Blueprint Virginia.

6 We do have a lot of material to cover
7 today but again, the Virginia Economic Developers
8 Association has been a partner with us throughout this
9 process. So much of this material will not be new to
10 you but much of the updates and implementation may
11 surprise you as to how much we have been able to
12 accomplish in a short period of time.

13 Just by way of background I thought I
14 would begin by reminding the audience that the
15 Virginia Chamber of Commerce is the voice of the
16 Virginia business community and we have strived to be
17 the most influential business advocacy organization in
18 Virginia.

19 We're really primarily focused as a
20 non-partisan organization. We don't endorse
21 candidates at the Virginia Chamber of Commerce but we
22 do endorse ideas. And we get very active as business
23 advocates for those ideas and work in the General
24 Assembly, we work in the regulatory community and in
25 the political arena to the extent that we can educate

1 voters that it's important to go to the polls, we do
2 that as well.

3 Our membership continues to grow. We
4 now currently serve 22,600 members. That's almost 9
5 out of 10 businesses in Virginia have a membership in
6 the Virginia Chamber of Commerce. This makes us the
7 largest membership organization in the Commonwealth
8 and we continue to add to our rolls each year.

9 We're also keeping track of how
10 Virginia is doing. We often follow various ranking as
11 economic development community to determine how our
12 state is positioned compared to others. We've fallen
13 to 4th in the Virginia ranking for Forbes. And most
14 of us know if you track the latest economic news that
15 0 percent economic growth last year was the ranking we
16 just achieved. That places Virginia 48th in job
17 growth and best job growth actually leading
18 Mississippi and Alaska in terms of economic growth.
19 This is a serious matter for us as a Commonwealth.
20 And while I'm going to say very complimentary things
21 about this particular governor and the economic
22 development team, even with all the announcements that
23 have been achieved we are still not growing as an
24 economy as a result of the transition taking place in
25 the Virginia economy.

1 Many of you track these various state
2 rankings. We thought we'd put one slide together to
3 show you how Virginia ranks as it relates to these
4 different magazines and publications. And I'll spend
5 just a minute on this because if you go to the next
6 slide you'll see the trends have not been good for our
7 rankings. Forbes, I've already noted. We typically
8 have been in the top 1 or 2, we've moved to 4. CNBC,
9 we've moved from 5th to 8th. Enterprising States, 5th
10 to 12th. And the pattern continues. Enterprising
11 States primarily are focused on the fact that
12 sequestration expecting to cause Virginia to slow in
13 terms of job growth. Forbes primarily expected
14 Virginia to be in the bottom for job growth, income
15 and state domestic product over the next 5 years.
16 CNBC basically pointing to being next to the nation's
17 capital as a blessing but also has become a curse in
18 terms of job growth. Pollina magazine pointing out
19 some of the challenges that we have with our
20 individual income taxes and our business inventory
21 taxes and some of the state's education not being up
22 to the level that we'd like for it to be.

23 So we could provide more details on
24 this for our listeners. But I just want you to know
25 that we have been tracking these and we continue to

1 track them. The reasons for it, and we're working on
2 a plan to improve Virginia's competitiveness.

3 Our challenges clearly include other
4 states catching up, focusing on key issues of
5 competitiveness. We are experiencing the impact of
6 federal budget cuts. The whole nation and business
7 community is wrestling with health care reform and
8 what direction it's taking and of course, we have
9 regions in Virginia that for over a decade have been
10 transitioning from one specific industry to a more
11 diversified plan. Specifically Southside and
12 Southwest Virginia. And I'll mention the workforce
13 skills gap that all of you on the phone listening, I'm
14 sure, are aware of.

15 For those of us who've been in this
16 business for a long period of time you recognize that
17 traditional economic development has occurred with
18 large company attraction, reliance on manufacturing,
19 incentive programs, at least in Virginia that are pay-
20 for-performance, and I'm proud of that. But we don't
21 always recognize the importance of organic growth.
22 The new Virginia economy is going to be built on small
23 businesses expanding, commercialization of various
24 industry clusters, collaboration with universities,
25 technology based entrepreneurship and several of the

1 other features that I have on the slide.

2 So how do we improve our job growth in
3 Virginia? Well, we certainly need help from
4 Washington. The whole nation needs help from
5 Washington. I'm hoping that we can provide some
6 direction and have an impact in the 2016 presidential
7 candidate discussion as it relates to big issues in
8 Washington that can improve Virginia and our nation's
9 economy.

10 I've listed for you here the top issues
11 that we are focused on. Energy Policy, Trade
12 Development, Transportation Investments, Immigration
13 Reform, the Regulatory Environment, Health Care
14 Reform, Tax Reform and Workforce Training. If we as a
15 nation can get help from Washington on these
16 initiatives, our whole country will be ready to go
17 forward in Virginia. We are talking to our leaders in
18 Washington, in the next few days.

19 Virginia has a game plan in place
20 thanks to the work of many people called Blueprint
21 Virginia. It's provided a unified voice to the
22 business community. It's a long-term economic
23 development and it's non-partisan.

24 I'm proud to say that over 7,000
25 businesses in the Commonwealth actually participated

1 in a survey ranking the issues that were most
2 important to their business and asking the next
3 governor and General Assembly to focus on these
4 issues. We had that input as a result of 30 different
5 community meetings and over 600 businesses and
6 community leaders endorse the Blueprint Virginia.

7 Improving education and workforce,
8 strengthening our business climate, developing
9 transportation infrastructure, improving health care,
10 fostering innovation and entrepreneurship, ensuring
11 our energy security and sustainability, improving in
12 our manufacturing section as well as recognizing the
13 importance of our natural resources and military
14 assets and veterans. These are the areas that we
15 focused on.

16 We were pleased to present this
17 blueprint 2 weeks after Governor McAuliffe was
18 elected. The gentlemen in the photo is Paul Koontz,
19 the CEO ...

20 **BRENT SHEFFLER:** Barry, this is Brent.
21 I'm not sure if you can hear me but we just lost your
22 audio for just a moment just after you mentioned Paul
23 Koontz. So if you can try to adjust your microphone
24 and come back on again and see, and let's see if we
25 can hear you from that commentary again.

1 I'm making some comments, I'm not sure
2 if anybody can hear me. But Barry, we can't hear
3 anything right now so let me just try the text
4 messaging. Okay. I understand that those of you can
5 hear me but we cannot hear Barry just now so we will
6 try to ask Barry to readjust his mic, check the
7 settings on that. Meanwhile, those of you who are on
8 please submit your questions and we will take that.

9 **BARRY DUVAL:** Can you hear me now,
10 Brent?

11 **BRENT SHEFFLER:** Yes, we have Barry
12 back online. So, go ahead.

13 **BARRY DUVAL:** Oh, thank you. Sorry for
14 the delay. I will take responsibility although all I'm
15 doing is pushing the advance button. So I think I
16 left off with saying that Paul Koontz chaired the
17 Steering Committee and I want to be able to advance
18 this again. Let's see, marked, okay.

19 So, I wanted to share with you
20 McAuliffe's announcement since the time that he was
21 inaugurated. Very good pace, about 400 projects,
22 30,000 jobs to be created and 7 billion of investment.
23 The interesting statistic here is Central Virginia for
24 the first time in decades is actually outpaced in the
25 area of announcements, outpaced Northern Virginia.

1 And the new expansions are about a
2 third and 70 percent are existing businesses
3 expanding. By comparison over the last several
4 administrations the job numbers are relatively the
5 same although Governor Warner had a number of
6 announcements in jobs. But the manufacturing and large
7 businesses expanding and relocating here has increased
8 the size of the investments in a significant way.

9 This is just a chart to kind of
10 indicate which job industry sectors are growing and
11 which ones are falling behind. Again, we'll make all
12 this available to you but we're clearly losing federal
13 government jobs but we are growing manufacturing jobs,
14 construction jobs and professional services and
15 education and health care.

16 Let me quickly run through some of the
17 Blueprint Virginia implementation steps. We've hosted
18 a number of events where Blueprint has been the
19 central theme including bring the Chambers together to
20 Richmond in January of this year. We advocate for
21 legislation and we award members of the General
22 Assembly, this was our General Assembly dinner where
23 we only invited a few members of the General Assembly
24 that sponsored legislation for us. We were pleased
25 the secretary, to have Speaker Bill Howell as our

1 keynote speaker. We provided members of the General
2 Assembly with a number of awards including a lifetime
3 achievement award to President Bob Templin who retired
4 from Northern Virginia Community College.

5 We also have hosted events focused on
6 energy and sustainability. Hosted events just
7 recently on health care where the top picture on the
8 left is leadership from every large health care
9 provider in the Commonwealth. And talked about how,
10 we had an employer panel, how we could improve
11 wellness, reduce costs and improve quality in
12 Virginia.

13 And last year we hosted an event on
14 higher education in the business community as well as
15 an event specialized for early childhood. The photo
16 is Mike Petters who is the largest manufacturer
17 employer in Virginia with 22,000 employees at Newport
18 News Shipbuilding and he's got another 20,000
19 employees in the Gulf Coast of Mississippi. His
20 number one priority is developing the workforce and it
21 begins, in his words, "at the design phase and the
22 early childhood phase".

23 And, of course, many of you
24 participated in our economic summit in December which
25 was an opportunity for Governor McAuliffe, on the top

1 right, to present the new Virginia economy. We also
2 featured the VEDP and the Valet Program, the trade
3 program which we think is going to be more important
4 in the future even than it has been in the past.

5 I will share with you the highlights of
6 some of our legislative accomplishments as well as
7 action items taken for Blueprint. And while these are
8 extremely small details I just want to highlight in
9 each area, for example, workforce and education, we
10 restate the goal and then we list some action items
11 that have taken place. That is working for the, with
12 the workforce development board that's now in place to
13 partnerships with the administration on new employer
14 demand survey which I can talk more about later. And
15 working with K-12 on an action plan for upcoming
16 events.

17 We also have had other areas where
18 we've been active in this particular workforce and
19 education area including a focus on, as I mentioned,
20 early childhood education as well as working with the
21 Secretary of Education on some new policy initiatives.
22 We'll feature this later in a conference that I'll
23 tell you about.

24 And these are key pieces of legislation
25 which I don't have time to go into but have

1 specifically helped us in the area of education and
2 workforce. And we would draw your attention to these
3 because the goal is to better align the education
4 community with the business community and may of these
5 initiatives will accomplish just that.

6 In business climate and economic
7 development, again, a long list of accomplishments. I
8 want to mention to you in the area of exports that
9 we'll be announcing tomorrow a new trade study that
10 our Virginia Chamber Foundation will conduct that will
11 focus on the value of exports and the jobs created in
12 Virginia and each industry related to exports in
13 Virginia and an opportunity to focus more on that. We
14 will be hosting a forum September 24th on the
15 importance of trade and we'll share more details with
16 you about that forum and the study will be made known
17 then.

18 A number of key pieces of legislation
19 to improve the business climate of Virginia as well
20 and a number of key pieces of legislation that would
21 help improve the impact of regulations on our
22 businesses. We also have a number of federal
23 initiatives including currently getting votes for the
24 new trade agreement in Washington. We were pleased
25 that our senators and the Senate passed this but we

1 are now looking for an opportunity to get it through
2 the House later this year.

3 In transportation, obviously we
4 supported a number of changes in transportation in
5 2014 General Assembly session. We will be hosting a
6 forum on trade that I mention earlier where we'll
7 reveal the results of that study. Again, federal
8 action is required for the Federal Transportation
9 Reauthorization that is forthcoming.

10 In the area of health care I mentioned
11 our conference already to you. But we've also
12 launched the Virginia Benefits Health Exchange. This
13 health exchange is privately driven. We have a
14 partnership with over 60 local Chambers right now in
15 the Commonwealth to offer a private insurance exchange
16 to make available for businesses in the Commonwealth.
17 That is being well received by small businesses
18 throughout the Commonwealth as they move from a
19 defined benefits plan to a defined contribution plan.
20 And again, some key legislation in this area as well.

21 Action items around technology,
22 innovation and startups and that is an area where we
23 think we need to continue to focus and grow. And
24 again, some key legislation in this area that was
25 helpful.

1 So, I mentioned already our concerns
2 about the EPA Clean Power Plant and how we're active
3 in the regulatory arena. We've taken a number of
4 steps here as well as working with our congressional
5 delegation on regulations that impact us.

6 Again, manufacturing has a special
7 focus in Blueprint. A number of items that we're
8 working with the Virginia Manufacturers Association
9 on.

10 The environment is to be included in
11 economic development. We think that you can protect
12 the environment and still have a prosperous economy.
13 We've worked with and alliance with Chesapeake Bay and
14 other stakeholders on sustainability practices and
15 made comments on a variety of EPA regulations that
16 I've already mentioned a couple. We've also been
17 involved in a number of legislative initiatives
18 associated with this.

19 And last but not least, of course, is
20 the importance of military and the value that they
21 plan in improving and sustaining our economy. We're
22 working closely with this administration on that as
23 well as working on a number of veterans and workforce
24 initiatives and legislation to improve credit for
25 military training.

1 So let me close by just talking about
2 what's next for Blueprint. We're going to highlight
3 more in the future than we have in the past the fact
4 that we have a 501(c)(3) non-profit Chamber
5 Foundation. The board recently voted to use this
6 private foundation to create centers for public policy
7 around big areas of competitiveness, create an online
8 dashboard to keep track of how we're doing in
9 implementing in Blueprint and how the state's doing in
10 its competitive rankings. To issue an annual State of
11 the Commonwealth economic report that would be at our
12 December Economic Summit. And then continue to focus
13 events on issues of competitiveness.

14 So the four centers that we're
15 organizing our efforts in include business climate,
16 education and workforce, trade promotion and
17 infrastructure. For business climate we hope that you
18 all will circle your calendars for December 6th.
19 We'll actually be providing a State of the
20 Commonwealth report. There will be an economic
21 profile on each of the regions as well as covering a
22 number of other topics on Virginia's competitiveness.
23 We also plan roll-outs in each of the regions working
24 with local Chambers on how their specific region is
25 doing but the large state-wide roll-out of this plan

1 will be December 4th.

2 We also will be building a dashboard to
3 measure key competitive areas in each of these topics,
4 subject matters that I've mentioned to you. This is
5 simply a mockup but we're working with various
6 committees. If you're interested in being a part of
7 this dashboard creation please let us know what's
8 important for you. Our industry councils have been
9 helping provide data that they would like us to keep
10 track of. And this will be updated on a regular basis
11 and actually emailed out to our members of the
12 Virginia Chamber on a quarterly basis.

13 And then again, save the date for our
14 Economic Summit, December 4th where we will reveal
15 more about the State of the Commonwealth economic
16 report and also update you on the dashboard as well as
17 some other important items.

18 I mentioned trade and how important
19 trade is. You may already know that 1 in 4 jobs in
20 Virginia depend on trade and it's been the fastest
21 growing area of employment between 2004 and 2014. We
22 are going to announce tomorrow that we're
23 commissioning a study on Virginia's exports through
24 our foundation and connecting Virginia companies to
25 international trade programs conducted by the Virginia

1 Economic Development Partnership. We expect an
2 announcement from the Governor in July more formally
3 on that program.

4 And again, mark your calendar for
5 September 24th if you'd like to attend in Norfolk a
6 forum on trade and infrastructure. It will be very
7 important where we'll review the results of our study.
8 And the Infrastructure Center will be focused on
9 transportation, energy, sustainability, health care,
10 all the things, including broadband, that are required
11 for long-term economic development. All that you need
12 to sell your product.

13 And last but certainly what we hear
14 from our business communities first is investing in
15 people and that pipeline. The number we got from
16 George Mason University is a projection over 10 years
17 from 2012 to 2022 and you'll hear the Governor and the
18 Secretary speak about these numbers. Needing about
19 1.5 million workers in Virginia even if we just grow
20 at 2 percent a year with half a million of those jobs
21 being new and about a million to replace workers
22 leaving the workforce. What's interesting is it's
23 projected about 60 percent of those future jobs will
24 require post secondary education but less than a 4
25 year degree.

1 And this is just a snapshot of a couple
2 of years ago regarding the amount of high-skilled
3 workers compared to the amount of job openings. The
4 amount of middle-skilled workers compared to the
5 number of middle-skilled jobs and then the amount of
6 low-skilled jobs compared to the number of low-skilled
7 workers. And obviously what you know from the
8 businesses in your region is that we really have
9 middle-skills job shortage in this Commonwealth and
10 it's actually true in this country.

11 So we want to encourage and work with
12 the business community to align employers to play a
13 leadership role in this, working and aligning them
14 with the education community and the economic
15 development community. We're working on an employer
16 survey that we'll talk to you more about in the fall
17 that will provide actionable data on labor market
18 projections for existing businesses in Virginia. And
19 it will be both multiple industry councils and
20 multiple regions focused. We think that this employer
21 demand survey will help create, identify future job
22 needs, skills gaps and will really help align the
23 workforce with the education community.

24 And then, I want to just bring your
25 attention and have you circle October 6th at the

1 Greater Richmond Convention Center where we'll be
2 hosting along with a number of other participating
3 hosts, a conference on how to close the skills gap,
4 how to build a talent pipeline for the long-term
5 prosperity of the Commonwealth. We've already secured
6 participating hosts from the community college, the
7 Workforce Board, School Board Association
8 Superintendents, Department of Ed, State Council on
9 Higher Ed, Business on Higher Education Council as
10 well as working with VEDP and the U.S. Chamber of
11 Commerce. Let's put everybody in the same room to
12 focus on the big issue facing our economy and that is
13 answering this question. What will we be 15 or 20
14 years from now? The real answer is we'll be whatever
15 our workforce allows us to be. And that's what the
16 talent pipeline is about. So we're looking forward to
17 this conference and answering that question. We hope
18 if VEDA has an interest, Connie, we'd be happy to add
19 you as a participating host to this conference.

20 So I'm sorry for the technical glitch
21 in the middle of that process. I tried to keep my
22 presentation to about 25 minutes. And that will
23 certainly leave us some time if there is opportunity
24 for discussion, Brent. But let me sort of turn the
25 program back over to you so you or Connie can conduct

1 the rest of it. Thank you all for your attention to
2 this presentation.

3 **BRENT SHEFFLER:** All right. Thank you,
4 Barry DuVal. Those of you who have joined us, you
5 have been listening to Barry DuVal who serves as the
6 President, Chief Executive Officer of the Virginia
7 Chamber of Commerce. As a reminder to our audience we
8 are taking questions and we plan to address them
9 following the speaker presentation so if you have a
10 question, please post it in the question panel. And
11 we do have a few questions already coming in so
12 Connie, if you would please go ahead with the
13 questions.

14 **CONNIE LONG:** Thanks, Brent. Barry if
15 you could provide one or two examples of the
16 Commonwealth's collaboration with Virginia's
17 Institutions of Higher Ed and if you had a crystal
18 ball for the future, what would you like to see that
19 State Higher Ed collaboration look like?

20 **BARRY DUVAL:** I think George Mason
21 University, James Madison University are two that I
22 would immediately point to as having established clear
23 lines of communication and programs with the business
24 community in their regions. I would also add Old
25 Dominion University has a significant amount of work

1 in this area.

2 But there's room for all universities
3 to improve. So we're hoping that at this conference,
4 working with SCHEV and working with the Business
5 Council for Higher Ed we can actually have some best
6 practices presented that demonstrate that
7 connectivity. I go back to the first example of
8 George Mason University aligning with Dr. Templin at
9 the community college level and then the partnership
10 with all of the Chambers of Commerce in Northern
11 Virginia to create a program of connectivity and
12 awareness about alternative careers for students
13 actually beginning in middle school. And I want to
14 get, acknowledge Micron for their role in funding that
15 program along with the General Assembly for helping
16 fund that systemic solutions program.

17 But there's a role for higher education
18 and 4 year institutions in economic development just
19 as much as we need those same institutions to be doing
20 world class research in health care and in other
21 areas. We need those institutions producing the best
22 scientists and the best engineers and the best
23 professionals. But we are calling on our university
24 presidents and our Board of Visitors to be broad
25 minded about economic development and helping to

1 transform the Virginia economy by producing and
2 providing the kinds of business climates that will
3 allow our businesses to succeed.

4 And we have some statistics that we
5 just received from surveys that have been done that
6 essentially show that 14 percent of the business
7 community believe that universities in Virginia are
8 producing workers that effectively and independently
9 will work in the applied fields of problem solving.
10 And there's a number of programs in place to work with
11 SCHEV to improve the results of students' experiences
12 coming out of our institutions for higher ed. We look
13 forward to working with them in having higher
14 education as a real partner in providing the workforce
15 to keep Virginia competitive.

16 **CONNIE LONG:** Thank you, Barry. How
17 will existing companies be chosen to participate in
18 the survey that you mentioned?

19 **BARRY DUVAL:** The Virginia Employment
20 Commission is the government agency that's actually
21 responsible for designing the survey. We are acting
22 as advisors to them. For those of you who are
23 interested in that process you can email us as well on
24 this note. But in short, our working committee has
25 agreed to be sure that we cover all regions, that we

1 cover all industry sectors and that the sample size is
2 sufficient to do projections for each of the
3 industries in the Commonwealth. And make sure those
4 projections are broad based enough and meaningful
5 enough that the samples have actionable data. So we
6 would welcome your input on that. We are in our, I'd
7 say 50 percent of the way in designing the survey and
8 there are some lessons learned from a 2012 survey the
9 Virginia Employment Commission did on job openings.
10 The good news is this, 45 percent of the businesses
11 that were asked to participate in a survey responded.
12 So we have an opportunity if we utilize the economic
13 developers on the phone as well as the local and
14 regional chambers to promote participation in the
15 survey for the document to be broad based and to be
16 actionable.

17 So, Connie, we'll come back to you and
18 ask you to share the survey and encourage businesses
19 in the region that your members can touch to
20 participate in that survey. The broader the better.

21 **CONNIE LONG:** That sounds like a great
22 plan. Next question. What are the things you hear
23 most from your member companies about improving
24 Virginia's business climate?

25 **BARRY DUVAL:** Well, it's an interesting

1 question. I have to say that it goes back to the
2 workforce readiness initiative. The business climate
3 of Virginia varies by region. When I'm in Northern
4 Virginia meeting with the technologies companies and
5 in Hampton Roads and even in Richmond there's a real
6 desire to have more technology workers. I was with a
7 CEO yesterday who tells me that he has more MBA's
8 working for him than he needs but he doesn't have
9 enough guys with 2 and or ladies with 2 and 3 year
10 degrees, technology and software programming skills.
11 He's paying six figures for those and he's paying high
12 five figures for his MBA's. MBA's, he said, dressed
13 in ties and the others dressed in flip flops and t-
14 shirts are making over a \$100,000 a year.

15 It's interesting. Industry by industry
16 it's different. I have other businesses that tell me
17 they can't find people to drive trucks and that
18 they're paying truck drivers \$80,000 a year and that
19 it's competitive. And I have people in shipbuilding
20 telling me it's difficult to find people that are
21 interested in moving into those jobs.

22 So, Connie, no matter what industry
23 that I am involved in discussions with they tell me
24 workforce is their number one concern. Again, low-
25 skilled jobs, there are more workers than we need.

1 Even high-skilled jobs there are more workers than we
2 need. It's those middle-skills jobs that require less
3 than a 4 year degree that it appears, but requires
4 some certification, some skill set, it appears that's
5 the number one issue facing the businesses of
6 Virginia.

7 And so I would answer the question by
8 saying if we could put 200,000 more people to work in
9 Virginia how much more would we have by the way of
10 state revenues to invest in education and to invest in
11 infrastructure and to invest in public safety. So I
12 think the key to Virginia's prosperity is to invest in
13 the right amount of education to produce the right
14 workers to help our economy moving. Last time I
15 checked there were 200,000 openings at Virginia
16 Employment Commission. So I think those are numbers
17 that we could reasonably try and move towards filling.

18 And beyond that do we have some tax
19 reform in Virginia to do? Absolutely we have tax
20 reform that needs to be done. And are there other
21 areas where we could improve? There certainly are.
22 But I think the broadest based issue facing Virginia
23 is the workforce in each region. I hope that helps
24 answer that question.

25 **CONNIE LONG:** Barry, since you

1 mentioned SCHEV and in regards to the educational
2 alignment with business slash industry, how may this
3 tie into the Rural Virginia Horseshoe Initiative?

4 **BARRY DUVAL:** The Chancellor of the
5 Community Colleges, Glenn DuBois was in my office a
6 few weeks ago and we were talking about the Rural
7 Horseshoe Initiative and the importance in including
8 it in our future discussions and in our conference.
9 Rural disparity in the Commonwealth is very real and
10 we know the numbers. Especially for those of us who
11 are in the economic development field. So I think
12 elevating that Rural Horseshoe Initiative will be part
13 of our agenda and working with those regional Chambers
14 and regional economic developers that are focused in
15 those areas. Because clearly under the rising tide
16 lift all boats theory, we as a Commonwealth will all
17 benefit if the rural areas of Virginia benefit.

18 So the Community Colleges has expressed
19 a desire to keep that at the forefront of the work
20 we're doing. We certainly want to do that in our
21 workforce conference but we're also doing that as we
22 think about our regional approach to the employers
23 survey. We look forward to getting suggestions from
24 those on the phone of how to be more effective with
25 the Rural Horseshoe Initiative and we'd welcome them.

1 **CONNIE LONG:** Great. Next question.
2 How can Blueprint, how will Blueprint Virginia serve
3 as a strategy beyond the current administration?

4 **BARRY DUVAL:** Well, for those of you
5 who are involved in the origination of Blueprint
6 you'll remember that part of the motive for developing
7 it was to have a 6 to 8 year timeline that would
8 transition from one administration into the next. All
9 of us know that Virginia's Governor serves 48 months
10 and the goals that we were setting forth in Blueprint
11 were to transcend from one Governor to the next. I do
12 expect that we will want to update Blueprint Virginia
13 in 2017. And we'll be looking to those, Connie,
14 within your organization and other areas to provide us
15 with the latest views on those areas of
16 competitiveness that Blueprint addresses.

17 And so while I know the current
18 Blueprint will serve us well for the remaining time of
19 the McAuliffe administration, I do expect in 2017
20 there'll be an opportunity to freshen the, take in
21 account of what's been accomplished, obviously, and
22 then at the same time take a look forward to freshen
23 the document so that it is in line for the next
24 administration surely to be elected in 2017 and to be
25 sworn in, in January of 2018.

1 **CONNIE LONG:** Looks like we have two
2 more questions. The first, if you were to redo the
3 process that led to the development of Blueprint
4 Virginia, what would you do differently?

5 **BARRY DUVAL:** The silence is my pause
6 thinking about the answer to that question. We were
7 very fortunate to have broad based participation in
8 Blueprint Virginia. It required about 8 months of
9 preparation before we kicked off the process in order
10 for me to visit with all the industry stakeholders,
11 all the Chambers of Commerce, both regionally as well
12 as those who serve the various unique communities and
13 the Asian community and the Hispanic community. And I
14 think the opportunity we had was to align the
15 participation so evenly and that it wasn't a top down
16 approach. We did not have 20 people on our steering
17 committee dictating what the areas were or dictating
18 what the goals and outcome should be. I think the
19 secret to the success of Blueprint Virginia was the
20 broad based participation and it was the inclusiveness
21 in the process.

22 I think rather than redoing the
23 process, one of the things that I'm looking forward to
24 in implementing Blueprint is really building this
25 dashboard and making sure that we have very detailed

1 measurable goals. So I would say if this was just a
2 conversation with people, if we were able to actually
3 quantify the number of new jobs and individual areas
4 that we wanted those jobs or needed those jobs,
5 perhaps Connie, that's the answer. Was making it a
6 little more quantifiable. But I'm hoping that with
7 this survey and with the dashboard development, that
8 will come as we move forward with Blueprint
9 implementation.

10 I truly believe it's a living organism
11 and it's alive and it's active and it's being utilized
12 for public policy development and improving Virginia's
13 competitiveness. I have seen evidence of this in
14 every region and every industry where people are
15 saying, we're implementing this because it's a
16 Blueprint initiative. Or we hope the Chamber will
17 endorse this initiative because we think it's a
18 reflection of the Blueprint goals and priorities put
19 together by the broad based business community.

20 So my view is that it's a document that
21 belongs to at least 7,000 businesses in Virginia that
22 participated in the process. And it's one that the
23 Chamber simple facilitated that expresses the highest
24 priorities of the business community in that regard.
25 But I'm always open to suggestions for improvement.

1 **CONNIE LONG:** Okay. I think this is
2 our final question. What is the Virginia Chamber's
3 relationship with local and regional Chambers of
4 Commerce across the Commonwealth?

5 **BARRY DUVAL:** I get asked this question
6 very often in all regions where I travel. So the
7 Virginia Chamber of Commerce is an independent
8 organization that has its own mission and its own
9 vision and its own board of directors. There are
10 approximately 100 local Chambers of Commerce in
11 Virginia that have their own board and their own
12 mission and their own vision. Of those 100, about 75
13 of them are aligned with us through an alliance
14 membership that allows us to directly communicate with
15 their CEO's but it also allows us, for us to
16 communicate directly with their members that are, that
17 have 10 or fewer employees. So it's a alliance
18 membership, if you will.

19 So for those of you who are in the
20 Commonwealth, Fairfax Chamber is an independent
21 Chamber. Within Fairfax there are 9 local Chambers
22 that the state Chamber has a membership with. So
23 there is a connection between them and they belong to
24 the state Chamber. But each is responsible for their
25 own budget and their own board of directors and hiring

1 their own CEO's.

2 We do coordinate very closely with them
3 on legislative initiatives. We provide leadership
4 training through the Virginia Association of Chamber
5 Executives which is actually a separate entity that we
6 staff and we provide support for that organization.
7 So we have about, for example, 80 Chamber executives
8 coming to Roanoke next week for a 2 day conference
9 through the Virginia Economic, through the Virginia
10 Association of Chamber Executives. And we staff that
11 as well.

12 So I, I hope that is a clear answer and
13 not a confusing answer. So in summary, each one is
14 independent but we do have a relationship with the
15 local Chambers. We coordinate our events with the
16 local Chambers and we certainly coordinate our public
17 policy and advocacies with the local Chambers so that
18 there is coordination within the business community of
19 Virginia.

20 And so, I hope that those of you who
21 are connected to your local Chamber support the local
22 Chamber and their mission and their vision as well as
23 encourage them to coordinate with the state Chamber on
24 public policy. I hope that answers your question.

25 Let me thank you, Connie and you, Brent

1 and VEDA and Virginia Economic Development Partnership
2 for allowing me to participate in this program today.

3 **BRENT SHEFFLER:** Barry Duval, thank you
4 very much. Those of you who have been listening, you
5 have been listening to Barry DuVal, President and CEO
6 of the Virginia Chamber of Commerce. Thank you,
7 Barry, for your leadership and for your service to the
8 Commonwealth of Virginia. Thank you for being with us
9 today.

10 Before we close I would like to thank a
11 few people who also served to make today's session
12 possible. Many of you who have participated today, if
13 you have a note of appreciation please drop them a
14 line. If you have a complaint don't tell them, just
15 tell me. We'd like to remind you that today's session
16 is recorded. If you'd like to see a copy of this one
17 or any of our previous sessions that have been held
18 please go to the VAallies.org webinars HTML and visit
19 that page to see the recording and also the previous
20 additions that have been held in the years past.

21 Our next Third Wednesday Webinar is
22 unknown to us. We'd like to ask you what topics you'd
23 like us to cover so please be mindful of responding to
24 the survey that has come in and let us know what you
25 would like us to improve upon and what areas and what

1 topics you'd like us to cover in the days ahead. If
2 you have a topic that you'd like us to cover, please
3 let us know. We look forward to hearing you, from you
4 and serving your needs.

5 We'd like to also thank you for joining
6 us as a participant and as an attendee. Please share
7 the message with your friends and coworkers and let us
8 know if you have areas that you'd like us to address.
9 So thank you for being with us today. We look forward
10 to having you in future sessions.

11 **(WHEREUPON, the Webinar was concluded at 2:50 p.m.)**

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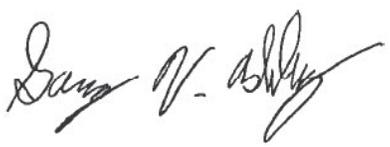
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31:14	2:00 4:3	30,000 15:22	80 38:7
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1 11:8 23:19	32:8 32:15	400 15:21	9:11
1,500 8:4	2002 7:25	45 30:10	15:17 36:2
1.5 24:19	2004 23:21	48 34:9	Absolutely
1.6 7:24	2010 8:13	48th 10:16	32:19
10 10:5 24:16	2012 5:23	4th 10:13	accomplish
37:17	24:17 30:8	23:1 23:14	6:23 9:12
100 37:10	2013 6:17	<hr/> 5 <hr/>	19:5
37:12	2014 6:17	5 11:15	accomplished
12th 11:10	20:5 23:21	50 30:7	34:21
14 29:6	2015 4:2	501 (c) (3) 22:4	accomplishmen
15 26:13	4:7 4:9	5th 11:9 11:9	ts 18:6
157,000 8:5	4:10 7:1	<hr/> 6 <hr/>	19:7
17 4:2	2016 13:6	6 34:7	account 34:21
17th 4:7	2017 34:13	60 20:14	achieved
1988 7:16	34:19 34:24	24:23	10:16 10:23
1990 7:18	2018 34:25	600 14:5	achievement
7:19	2022 24:17	6th 22:18	17:3
1996 7:19	22,000 17:17	25:25	acknowledge
7:20	22,600 10:4	<hr/> 7 <hr/>	28:14
1998 7:20	24 6:4	7 15:22	across 37:4
7:25	24th 19:14	7,000 13:24	acting 29:21
<hr/> 2 <hr/>	24:5	36:21	action 18:7
2 11:8	25 26:22	70 16:2	18:10 18:15
14:17 24:20	28th 8:13	75 37:12	20:8 20:21
	<hr/> 3 <hr/>		actionable
			25:17



30:5 30:16	advocate	already	appreciation
active 9:22	16:20	11:7	9:3 39:13
18:18	advocates	20:11	approach
21:2 36:11	9:23	21:1	33:22 35:16
actually	agencies 8:12	21:16 23:19	approximately
10:17 13:25	agency 29:20	26:5 27:11	37:10
15:24 22:19	agenda 33:13	alternative	April 8:13
23:11 25:10	ago 8:13 25:2	28:12	area 15:25
28:5	33:6	am 8:23 31:23	18:9
28:13 29:20	agreed 29:25	amount 25:2	18:19
36:2 38:5	agreement	25:3 25:4	19:1 19:8
add 10:8	19:24	25:5	20:10 20:20
26:18 27:24	ahead 5:15	27:25 32:13	20:22 20:24
additions	9:1 15:12	announce	23:21 28:1
39:20	27:12 40:1	23:22	areas 14:14
address	Alaska 10:18	announcement	18:17
6:19 27:8	align 19:3	15:20 24:2	22:7 23:3
40:8	25:12 25:22	announcements	28:21 32:21
addressed 7:8	35:14	10:22 15:25	33:15 33:17
addresses	aligned 37:13	16:6	34:14 34:15
34:16	aligning	announcing	35:17
adjust 14:23	25:13 28:8	19:9	36:3
administratio	alignment	annual 22:10	39:25 40:8
n 18:13	33:2	answer	arena 9:25
21:22	alive 36:11	26:14	21:3
34:3 34:8	alliance	32:7	arrive 6:3
34:19 34:24	21:13 37:13	32:24	Asian 35:13
administratio	37:17	35:6 36:5	Assembly 9:24
ns 16:4	allies 6:21	38:12 38:13	14:3
advance	allow 29:3	answering	16:22 16:22
7:23	allowing 39:2	26:13 26:17	16:23
15:15 15:17	allows	answers 38:24	17:2 20:5
advisors	26:15 37:14	anybody 15:2	28:15
29:22	37:15	anything 15:3	assets 14:14
advocacies	Ally 6:16	appears	associated
38:17		32:3 32:4	21:18
advocacy 9:17		applied 29:9	Association
			4:17 9:3



9:8 21:8	27:4 27:5	28:22	Brent 4:4
26:7 38:4	27:14 27:20	better 19:3	4:12
38:10	29:16 29:19	30:20	14:20 14:20
attend 24:5	30:25 32:25	beyond	15:10 15:11
attendee 40:6	33:4 34:4	32:18 34:3	26:24
attending 5:1	35:5 37:5	Bill 16:25	27:3
attention	39:3 39:5	billion 8:5	27:14 38:25
19:2	39:7	15:22	39:3
25:25 27:1	Barry's 8:16	bit 4:25 7:4	bring 6:18
attraction	based 12:25	blowing	7:10
12:18	30:4	blueprint 4:9	16:19 25:24
audience 9:14	30:15 32:22	7:1 7:5 7:6	broad 28:24
27:7	35:7	9:5 13:20	30:4
audio 14:22	35:20 36:19	14:6	30:15
available	basically	14:17 16:17	35:7
5:25 6:20	11:16	16:18	35:20 36:19
16:12 20:16	basis 23:10	18:7 21:7	broadband
award 16:21	23:12	22:2 22:9	24:10
17:3	Bay 21:13	34:2 34:2	broader 30:20
awards 17:2	become 11:17	34:5	broadest
aware 12:14	begin 9:14	34:10 34:12	32:22
awareness	beginning	34:16 34:18	budget 12:6
28:12	28:13	35:3 35:8	37:25
<hr/>	begins 17:21	35:19 35:24	build 26:4
B	behind 16:11	36:8	building 23:2
background	believe	36:16 36:18	35:24
9:13	29:7 36:10	board 9:4	built 12:22
ball 27:18	belong 37:23	18:12	business 4:14
Barry 7:2	belongs 36:21	22:5 26:7	7:7 8:11
7:16 7:25	benefit 33:17	26:7	9:16 9:17
8:8 8:14	33:17	28:24	9:22
8:17 8:22	benefits	37:9	11:20
8:23 8:25	20:12 20:19	37:11 37:25	12:6
9:2 14:20	best 7:11	boats 33:16	12:16 13:22
15:2 15:5	10:17	Bob 17:3	14:2 14:8
15:6 15:9	28:5	bottom 11:14	17:14
15:11 15:13	28:21 28:22	box 6:9	19:4 19:6
			19:19 22:15
			22:17 24:14

25:12	20:10	37:7	City 7:17
26:9	24:9 28:20	37:20 37:21	7:18
27:23	career 8:17	37:22 37:24	class 28:20
28:4 29:2	careers 28:12	38:4 38:7	Clean 21:2
29:6	catching 12:4	38:10 38:21	clear 27:22
30:24	cause 11:12	38:22 38:23	38:12
31:2 33:2	Center 24:8	39:6	clearly
36:19 36:24	26:1	chambers	12:3
38:18	centers	16:19 20:14	16:12 33:15
businesses	22:6 22:14	22:24 28:10	climate
8:20 10:5	central 15:23	30:14 33:13	14:8 19:6
12:23 13:25	16:19	35:11	19:19 22:15
14:5 16:2	CEO 7:21	37:3	22:17 30:24
16:7	8:9 8:15	37:10 37:21	31:2
19:22 20:16	14:19	38:15 38:16	climates 29:2
20:17	31:7 39:5	38:17	close 5:19
25:8	CEO's 37:15	Chamber's	6:1 6:4
25:18	38:1	37:2	22:1 26:3
29:3	certainly	Chancellor	39:10
30:10 30:18	13:3	33:4	closely 21:22
31:16	24:13 26:23	changes 20:4	38:2
32:5 36:21	32:21 33:20	changing 8:23	clusters
button 15:15	38:16	chart 16:9	12:24
<hr/>	certification	chat 6:8	CNBC 11:8
C	32:4	check 15:6	11:16
calendar 24:4	chaired 15:16	checked 32:15	Coast 17:19
calendars	challenges	Chesapeake	collaborating
22:18	11:19 12:3	21:13	4:21
candidate	Chamber	Chief 27:6	collaboration
13:7	4:21 7:3	childhood	12:24 27:16
candidates	8:14 9:15	17:15 17:22	27:19
9:21	9:21 10:6	18:20	collectively
Canoles 8:9	19:10	chosen 29:17	6:23
capital 11:17	22:4	circle	college
care 12:7	23:12 26:10	22:18 25:25	17:4 26:6
13:13	27:7	citizens 7:24	28:9
14:9	36:16 36:23	8:20	Colleges 33:5
16:15			
17:7 17:8			



33:18	22:20 23:15	10:12	38:13
coming	25:9 26:5	25:3 25:4	congressional
27:11 29:12	30:3 33:9	25:6	21:4
38:8	33:16	comparison	connected
commentary	37:4	16:3	38:21
14:25	37:20 39:8	competitive	connecting
comments 15:1	Commonwealth'	22:10	23:24
21:15	s 27:16	23:3	connection
Commerce 4:22	communicate	29:15 31:19	37:23
7:3 8:1 8:8	5:13	competitiveness	connectivity
8:14 9:15	37:14 37:16	7:12	28:7 28:11
9:21 10:6	communication	12:2 12:5	Connie 4:16
26:11	6:16 27:23	22:7	4:17 5:12
27:7	communities	22:13 22:22	9:4 26:18
28:10 35:11	24:14 35:12	34:16 36:13	26:25 27:12
37:4 37:7	community	complaint	27:14 29:16
37:10 39:6	7:13 9:16	39:14	30:17 30:21
commercializa	9:24	completion	31:22 32:25
tion 12:23	10:11	8:7	34:1
Commission	12:7	complimentary	34:13
29:20	13:22	10:20	35:1 36:5
30:9 32:16	14:5 14:6	concern 31:24	37:1 38:25
commissioning	17:4	concerns 21:1	considerable
23:23	17:14	concluded	7:14
commitment	19:4 19:4	40:11	consistently
8:18	25:12 25:14	conduct	8:18
committee	25:15 25:23	4:22	construction
15:17 29:24	26:6	19:10 26:25	16:14
35:17	27:24	conducted	Consulting
committees	28:9 29:7	5:22 5:25	8:9
23:6	33:5	23:25	continue 7:10
Commonwealth	33:18 35:13	conference	7:11 10:8
8:1 8:21	35:13 36:19	18:22 20:11	11:25 20:23
10:7	36:24 38:18	26:3	22:12
10:19 13:25	companies	26:17 26:19	continues
17:9	23:24 29:17	28:3 33:8	10:3 11:10
20:15 20:16	30:23 31:4	33:21 38:8	contribution
20:18 22:11	company 12:18	confusing	
	compared		



20:19	22:7	degree	developing
controls 4:16	25:21 28:11	24:25 32:3	14:8
Convention	created 15:22	degrees 31:10	17:20 34:6
26:1	19:11	delay 15:14	development
conversation	creation 23:7	delegation	4:15 4:20
36:2	credit 21:24	21:5	6:16 6:24
coordinate	crystal 27:17	demand	7:7 8:3 8:4
38:2	current	18:14 25:21	8:10 8:19
38:15 38:16	34:3 34:17	demonstrate	10:11 10:22
38:23	currently	28:6	12:17 13:12
coordination	10:4 19:23	demonstrated	13:23 18:12
38:18	curse 11:17	8:18	19:7
copy 5:18	cuts 12:6	Department	21:11
39:16		26:8	24:1
costs 17:11		depend 23:20	24:11 25:15
Council	<hr/> <u>D</u> <hr/>	described 7:8	28:18 28:25
7:17 26:8	dashboard	design 17:21	33:11
26:9 28:5	4:18 5:11	designed 6:18	35:3 36:7
councils 23:8	22:8 23:2	7:22	36:12 39:1
25:19	23:7	designing	device 5:9
country 13:16	23:16 35:25	29:21 30:7	dictating
25:10	36:7	desire 31:6	35:17 35:17
couple	data 23:9	33:19	different
21:16 25:1	25:17 30:5	desktop 5:9	11:4 14:4
course 12:8	date 7:9	detailed	31:16
17:23 21:19	23:13	35:25	differently
cover 7:5	day 4:7 38:8	details 11:23	35:4
7:14 9:6	days 13:18	18:8 19:15	difficult
29:25	40:1	determine	31:20
30:1	decade 12:9	10:11	dinner 16:22
39:23	decades 15:24	developers	direction
40:1 40:2	December	4:17 7:10	12:8 13:6
covering	17:24 22:12	7:13 9:3	directly
22:21	22:18	9:7 30:13	37:14 37:16
coworkers	23:1 23:14	33:14	Director 4:13
40:7	defined 20:19		directors
create 22:6	20:19		37:9 37:25
			discussion



13:7 26:24	27:20 29:19	21:12 21:21	37:17
discussions	30:25	26:12	employer
31:23 33:8	33:4 34:4	29:1 32:14	17:10 17:17
disparity	35:5 37:5	ed 26:8	18:13 25:15
33:9	39:5	26:9	25:20
diversified	Duval 39:3	27:17 27:19	employers
12:11	DuVal's 7:16	28:5 29:12	25:12 33:22
Division 4:14	dynamic 7:6	educate 9:25	employment
document	<hr/>	education	23:21 29:19
30:15 34:23	E	11:21	30:9 32:16
36:20	earlier 20:6	14:7	encourage 6:5
domestic	early 17:15	16:15 17:14	25:11 30:18
11:15	17:22 18:20	18:9	38:23
Dominion	economic	18:19 18:20	endorse
27:25	4:5 4:15	18:21	9:20 9:22
done 29:5	4:16 4:20	19:1 19:3	14:6 36:17
32:20	6:15 6:24	22:16 24:24	energy
Dr 28:8	7:7 7:9	25:14 25:23	13:11 14:11
draw 19:2	7:12 7:12	26:9	17:6 24:9
dressed 31:12	7:23 8:3	28:17 29:14	engineers
31:13	8:4 8:9	32:10 32:13	28:22
drive 31:17	8:18 8:19	educational	ensuring
driven 20:13	9:3 9:7	33:1	14:10
drivers 31:18	10:11 10:14	effective	Enterprising
drop 5:15	10:15 10:18	33:24	11:9 11:10
39:13	10:21 12:17	effectively	entire 8:17
DuBois 33:5	13:22 17:24	29:8	entity 38:5
duration 5:2	19:6	efforts 22:15	entrepreneurs
during 5:11	21:11 22:11	elected	hip 12:25
6:9 8:2	22:12 22:20	7:17 7:18	14:10
duval 7:2	23:14 23:15	14:18 34:24	environment
8:14 8:17	24:1	elevating	13:13 21:10
8:22 9:2	24:11 25:14	33:12	21:12
15:9	28:18 28:25	email 6:2 6:4	EPA 21:2
15:13	30:12 33:11	29:23	21:15
27:4 27:5	33:14	emailed 23:11	Especially
	38:9 39:1	employees	33:10
	economy 10:24	17:17 17:19	
	10:25 12:22		
	13:9 18:1		



essentially 29:6	expansions 16:1	37:21	focused 9:19
established 27:22	expect 4:10 24:1	fall 25:16	11:11 13:11
evenly 35:15	34:12 34:19	fallen 10:12	14:15
event 17:13 17:15	expected 11:13	falling 16:11	17:5 24:8
events 16:18	expecting 11:12	fastest 23:20	25:20 33:14
17:5 17:6	experiences 29:11	feature 18:22	focusing 12:4
18:16 22:13	experiencing 12:5	featured 18:2	Forbes 10:13
38:15	experts 6:19	features 13:1	11:7 11:13
everybody 26:11	exports 19:8	federal 12:6	forefront 33:19
everyone 4:4	19:11 19:12	16:12 19:22	formally 24:2
evidence 36:13	23:23	20:7 20:8	for- performance 12:20
example 18:9 28:7	express 9:2	feedback 6:6	forth 34:10
38:7	expressed 33:18	fewer 37:17	forthcoming 20:9
examples 27:15	expresses 36:23	field 33:11	fortunate 35:7
exchange 20:12 20:13	extent 9:25	fields 29:9	forum 19:14
20:15	extremely 18:8	fifth 4:8	19:16
Executive 27:6	<hr/> F <hr/>	figures 31:11 31:12	20:6 24:6
executives 38:5 38:7	facilitated 36:23	filling 32:17	forward 7:11
38:10	facing 26:12	final 37:2	13:17 26:16
existing 16:2 25:18 29:17	32:5 32:22	firm 8:10	29:13 33:23
expanding 12:23	fact 11:11 22:3	first 15:24 24:14	34:22 35:23
16:3 16:7	Fairfax 37:20	28:7 35:2	36:8 40:3
Expansion 4:14		five 8:13 31:12	40:9
		flip 31:13	fostering 14:10
		flops 31:13	foundation 19:10
		focus 14:3 18:19 19:11	22:5 22:6
		19:13 20:23	23:24
		21:7	
		22:12 26:12	



founding 7:21	36:1 36:18	having	high 31:11
freshen 34:20	GoToWebinar	27:22 29:13	higher
34:22	5:11 6:2	40:10	17:14
friends 40:7	government	health 12:7	26:9 26:9
fund 28:16	8:12	13:13	27:17 27:19
funding 28:14	16:13 29:20	14:9	28:5
future 6:7	governor	16:15	28:17 29:12
18:4 22:3	10:21	17:7 17:8	29:13
24:23 25:21	14:3	20:10 20:12	highest 36:23
27:18	14:17	20:13	highlight
33:8 40:10	16:5	24:9 28:20	18:8 22:2
<hr/>	17:25	hear 5:3	highlights
G	24:2	7:5 14:21	18:5
<hr/>	24:17	14:25	high-
game 13:19	34:9 34:11	15:2 15:2	skilled
gap 12:13	great 30:21	15:5 15:5	25:2 32:1
26:3	34:1	15:9	hiring 37:25
gaps 25:22	Greater 26:1	24:13 24:17	Hispanic
General	grow 10:3	30:22	35:13
9:23 14:3	20:23 24:19	hearing 40:3	hope 22:17
16:21 16:22	growing 10:23	held 6:17	26:17 32:23
16:23	16:10 16:13	39:17 39:20	36:16 38:12
17:1 20:5	23:21	Hello 4:4	38:20 38:24
28:15	growth	help 6:7 13:3	hoping 13:5
gentlemen	10:15 10:17	13:4	28:3 36:6
14:18	10:17 10:18	13:15 19:21	Horseshoe
George	11:13 11:14	25:21 25:22	33:3 33:7
24:16 27:20	11:18 12:21	32:14	33:12 33:25
28:8	13:2	helped 19:1	host 26:19
getting 19:23	Gulf 17:19	helpful 20:25	hosted
33:23	guys 31:9	helping	16:17
Glenn 33:5	<hr/>	23:9	17:5 17:6
glitch 26:20	H	28:15 28:25	17:13
goal 18:10	half 24:20	helps 32:23	hosting 19:14
19:3	Hampton	Here's 7:4	20:5 26:2
goals 6:24	7:21 31:5	he's 17:18	hosts 26:3
34:10 35:18	happy 26:18	31:11 31:11	26:6



hour 4:11	35:24 36:15	24:10 33:7	32:11
hours 6:4	importance	inclusiveness	initiative
House 20:2	12:21 14:13	35:20	31:2 33:3
housekeeping	19:15 21:20	income	33:7
4:25	33:7	11:14 11:20	33:12 33:25
Howell 16:25	important	increased	36:16 36:17
HTML 39:18	6:19 10:1	16:7	initiatives
<hr/>	14:2 18:3	independent	13:16 18:21
I	23:8	37:7	19:5
<hr/>	23:17 23:18	37:20 38:14	19:23 21:17
I'd 4:24 30:6	24:7	independently	21:24 38:3
ideas 7:11	improve 6:7	29:8	innovation
9:22 9:23	12:2 13:2	indicate	14:10 20:22
identify	13:8	16:10	input 14:4
25:21	17:10 17:11	individual	30:6
I'll 11:4	19:19 19:21	8:20	institutions
12:12 18:22	21:24	11:20 36:3	27:17 28:18
I'm 10:20	28:3	industries	28:19 28:21
12:13 12:20	29:11 32:21	8:20 30:3	29:12
13:5	39:25	industry	insurance
13:24 14:21	improvement	12:10 12:24	20:15
15:1 15:1	36:25	16:10 19:12	interactive
15:14 26:20	improving	23:8	5:7 5:15
31:3	14:7 14:9	25:19	interest
35:23	14:11 21:21	30:1	26:18
36:6 36:25	30:23 36:12	31:15 31:15	interested
immediately	inaugurated	31:22	23:6
27:22	15:21	33:2	29:23 31:21
Immigration	incentive	35:10 36:14	interesting
13:12	12:19	influential	15:23 24:22
impact 12:5	include	9:17	30:25 31:15
13:6	12:3 22:15	information	interests
19:21 21:5	included	7:14	7:23
implementatio	21:10	informed 6:22	international
n 9:10	including	infrastructur	23:25
16:17 36:9	16:19	e 14:9	introduce
implementing	17:2	22:17	4:23 7:15
22:9	18:19 19:23	24:6 24:8	



inventory 11:20	13:2 16:4 16:10	known 4:17 19:16	leave 26:23
invest 32:10 32:10 32:11 32:12	25:3 25:9 25:21 30:9	Koontz 14:18 14:23 15:16	leaving 24:22
investing 24:14	jobs 8:5 15:22 16:6	<hr/> L <hr/>	led 35:3
investment 8:6 15:22	16:13 16:13 16:14 19:11 23:19 24:20	labor 25:17	legislation 16:21 16:24 18:24 19:18 19:20 20:20 20:24 21:24
investments 13:12 16:8	24:23 25:5 25:6 31:21 31:25	ladies 31:9	legislative 18:6 21:17 38:3
invited 5:9 5:24 16:23	32:1 32:2 36:3 36:4 36:4	laptop 5:9	less 24:24 32:2
involved 9:4 21:17 31:23 34:5	join 8:22	large 12:18 16:6 17:8 22:25	largest 10:7 17:16
issue 22:10 26:12 32:5 32:22	joined 27:4	last 10:15 16:3 17:13 21:19 24:13 32:14	lessons 30:8
issues 7:8 12:4 13:7 13:10 14:1 14:4 22:13	joining 4:6 6:25 40:5	later 18:14 18:22 20:2	let's 14:24 15:18 26:11
items 18:7 18:10 20:21 21:7 23:17	joins 7:2	latest 10:14 34:15	level 11:22 28:9
I've 11:7 13:10 21:16 23:4	July 24:2	launched 20:12	lifetime 17:2
<hr/> J <hr/>	June 4:2 4:7	leaders 7:13 13:17 14:6	lift 33:16
James 27:21	<hr/> K <hr/>	leadership 17:8 25:13 38:3 39:7	line 34:23 39:14
January 16:20 34:25	K-12 18:15	leading 10:17	lines 27:23
job 10:16 10:17 11:13 11:14 11:18	Kaufman 8:9	learned 30:8	list 18:10 19:7
	key 12:4 18:24 19:18 19:20 20:20 20:24 23:3 32:12	least 12:19 21:19 36:21	listed 6:11 13:10
	keynote 17:1		listen 5:1
	kicked 35:9		listeners 4:25 5:17 11:24
	kinds 29:2		listening 12:13 27:5 39:4 39:5
	knowledge 4:13 6:20		little 4:11



7:4 36:6	manufacturer	meeting 31:4	middle-skills
living 36:10	17:16	meetings 14:5	25:9 32:2
LLC 8:9	Manufacturers	member 30:23	Mike 17:16
local 20:14	21:8	members	military
22:24 30:13	manufacturing	10:4	14:13 21:20
37:3	12:18 14:12	16:21 16:23	21:25
37:10 37:21	16:6	17:1	million
38:15 38:16	16:13 21:6	23:11 30:19	7:24
38:17 38:21	mark 24:4	37:16	24:19 24:20
38:21	marked 15:18	membership	24:21
located 5:5	market 25:17	10:3 10:5	minded 28:25
long 4:16	Mason 24:16	10:7	mindful 39:23
5:12	27:20 28:8	37:14 37:18	minute 4:23
12:16	material 7:14	37:22	6:5 8:24
19:7	9:6 9:9	mention 12:12	11:5
27:14 29:16	matter 6:19	19:8 20:6	minutes 26:22
30:21 32:25	10:19 31:22	mentioned	missed 5:21
34:1 35:1	matters 23:4	14:22 18:19	mission
37:1	may 9:10 19:4	20:10	6:23 37:8
long-term	23:19 33:2	21:1	37:12 38:22
13:22 24:11	Mayor 7:18	21:16	Mississippi
26:4	7:19	23:4	10:18 17:19
losing 16:12	MBA's 31:7	23:18 29:18	mobile 5:9
lost 14:21	31:12 31:12	33:1	mockup 23:5
lot 9:6	McAuliffe	message 40:7	mode 5:2
low 31:24	14:17 17:25	messaging	moderate 4:18
low-skilled	34:19	15:4	moment 14:22
25:6 25:6	McAuliffe's	mic 15:6	months 34:9
	15:20	Micron 28:14	35:8
<hr/>	meaningful	microphone	motive 34:6
<hr/>	30:4	14:23	move 20:18
M	Meanwhile	mics 5:2	32:17 36:8
Madison 27:21	15:7	middle	moved 11:8
magazine	measurable	26:21 28:13	11:9
11:18	36:1	middle-	moving
magazines	measure 23:3	skilled	
11:4		25:4 25:5	
managing 4:13			
4:18			



31:21 32:14	6:21	22:15	partners 6:22
multiple	obviously	origination	partnership
25:19 25:20	20:3 25:7	34:5	4:15 4:21
municipalitie	34:21	others	7:22
s 8:12	occurred	10:12 31:13	20:14
muted 5:3	12:17	outcome 35:18	24:1 28:9
<hr/>	October 25:25	outpaced	39:1
<u>N</u>	offer 20:15	15:24 15:25	partnerships
nation 12:6	office 33:5	Outreach 4:14	8:11 18:13
13:4 13:15	Officer 27:6	<hr/>	Partnership's
nation's	Oh 15:13	<u>P</u>	4:5 6:16
11:16 13:8	okay 15:4	p.m 4:3 40:11	passed 19:25
natural 14:13	15:18 37:1	pace 15:21	past 18:4
nearly 8:5	Old 27:24	page 39:19	22:3 39:20
Newport	ones 16:11	panel 5:4 5:5	pattern 11:10
7:17 7:18	online	5:10 5:16	Paul 14:18
17:17	15:12 22:7	17:10 27:10	14:22 15:16
news 7:17	open 36:25	participant	pause 35:5
7:19	openings 25:3	40:6	pay 12:19
10:14 17:18	30:9 32:15	participate	paying
30:10	opportunity	29:17 30:11	31:11 31:11
non-	9:5 17:25	30:20 39:2	31:18
partisan	19:13	participated	people
9:20 13:23	20:1	13:25 17:24	13:20 24:15
non-profit	26:23 30:12	36:22 39:12	31:17 31:19
22:4	34:20 35:14	participating	31:20
Norfolk 24:5	order 35:9	26:2 26:6	32:8
Northern	organic 12:21	26:19	35:16
15:25	organism	participation	36:2
17:4	36:10	30:14	36:14 39:11
28:10 31:3	organization	35:7	percent 10:15
note 29:24	7:22 9:17	35:15 35:20	16:2
39:13	9:20 10:7	particular	24:20 24:23
noted 11:7	34:14	10:21 18:18	29:6 30:7
<hr/>	37:8 38:6	partner 9:8	30:10
<u>O</u>	organizing	29:14	perhaps 36:5
objective			period 9:12



12:16	point 27:22	President	16:14
Petters 17:16	pointing	7:21 8:8	professionals
phase 17:21	11:16 11:18	8:15 17:3	28:23
17:22	policy	27:6 39:5	profile 22:21
phone 12:13	13:11 18:21	presidential	program
30:13 33:24	22:6	13:6	4:24 5:2
photo 14:18	36:12 38:17	presidents	18:2 18:3
17:15	38:24	28:24	24:3
picture 17:7	political	previous	26:25 28:11
pieces	9:25	39:17 39:19	28:15 28:16
18:24 19:18	Pollina 11:18	primarily	39:2
19:20	polls 10:1	9:19	programming
pipeline	positioned	11:11 11:13	31:10
24:15	10:12	priorities	programs
26:4 26:16	possible	36:18 36:24	12:19 23:25
places 10:16	39:12	priority	27:23 29:10
plan 6:7	post 5:21	17:20	progress 7:9
7:4 7:7 7:8	24:24 27:10	private 8:5	projected
12:2	posted 6:12	8:10	24:23
12:11 13:19	Power 21:2	20:15 22:6	projection
18:15 20:19	practices	privately	24:16
20:19 21:21	21:14 28:6	20:13	projections
22:23 22:25	preparation	problem 29:9	25:18
27:8 30:22	35:9	proceed 5:14	30:2 30:4
planning 8:11	present 14:16	process 9:9	projects
Plant 21:2	18:1	26:21 29:23	8:4 15:21
play 25:12	presentation	35:3 35:9	promote 30:14
please 5:15	5:19	35:21 35:23	promotion
6:8 8:22	26:22	36:22	22:16
8:25 15:8	27:2 27:9	produce 32:13	prosperity
23:7	presentations	produced 5:23	26:5 32:12
27:10 27:12	5:18	producing	prosperous
39:13 39:18	presented	28:21	21:12
39:23	28:6	29:1 29:8	protect 21:11
40:2 40:6	presenter	product 11:15	proud 12:20
pleased 14:16	8:23	24:12	13:24
16:24 19:24		professional	



provide 4:24 11:23 13:5 23:9 25:17 27:15 34:14 38:3 38:6	37:2 37:5 38:24 questions 5:6 5:10 5:12 5:13 6:3 6:9 15:8 27:8 27:11 27:13 35:2	on 20:9 receive 5:18 6:2 received 20:17 29:5 recently 17:7 22:5 recognize 12:16 12:21 recognizing 14:12 record 8:16 recorded 5:19 5:20 6:10 39:16 recording 6:11 39:19 records 8:3 redo 35:2 redoing 35:22 reduce 17:11 reflection 36:18 reform 12:7 13:13 13:14 13:14 32:19 32:20 regard 36:24 regarding 25:2 regards 33:1 region 22:24 25:8 30:19 31:3	32:23 36:14 regional 7:22 30:14 33:13 33:14 33:22 37:3 regionally 35:11 regions 12:9 22:21 22:23 25:20 27:24 29:25 37:6 regular 23:10 regulations 19:21 21:5 21:15 regulatory 9:24 13:13 21:3 related 19:12 relates 11:3 13:7 relationship 37:3 38:14 relatively 16:4 reliance 12:18 relocating 16:7 remaining 34:18 remember 34:6 remind 39:15 reminder 27:7 reminding
provided 13:21 17:1			
provider 17:9	quick 6:8		
providing 22:19 29:2 29:14	quickly 16:16		
public 7:16 8:10 22:6 32:11 36:12 38:16 38:24	<hr/> R <hr/> ranking 10:10 10:13 10:15 14:1 rankings 11:2 11:7 22:10 ranks 11:3 rather 35:22 readiness 31:2 readjust 15:6 ready 8:25 13:16 real 26:14 29:14 31:5 33:9 realize 6:23 really 9:19 25:8 25:22 35:24 reasonably 32:17 reasons 12:1 Reauthorizati		
publications 11:4			
pushing 15:15			
<hr/> Q <hr/>			
quality 17:11			
quantifiable 36:6			
quantify 36:3			
quarterly 23:12			
question 5:4 5:5 5:10 5:16 5:16 26:13 26:17 27:10 27:10 30:22 31:1 32:7 32:24 34:1 35:6			

9:14	revenues	28:22	27:5 34:9
replace 24:21	32:10	screen 5:6	service
report	review 24:7	screens 5:8	7:16 39:7
22:11 22:20	Richmond	secondary	services
23:16	16:20	24:24	16:14
representing	26:1 31:5	secret 35:19	serving 40:4
8:4	rising 33:15	secretary 8:1	session
require 24:24	Roads 7:21	8:2 8:7	4:10 5:12
32:2	31:5	16:25 18:21	5:14 5:20
required 20:8	Roanoke 38:8	24:18	6:1 20:5
24:10 35:8	role 25:13	section 14:12	39:11 39:15
requires 32:3	28:14 28:17	sectors 16:10	sessions
research	roll-out	30:1	39:17 40:10
28:20	22:25	secured 26:5	setting 34:10
resources	roll-outs	security	settings 15:7
6:20 14:13	22:23	14:11	several
respond 6:6	rolls 10:8	seen 36:13	5:17
responded	room 26:11	sell 24:12	12:25 16:3
30:11	28:2	Senate 19:25	share 6:20
responding	run 4:10	senators	9:5 15:19
39:23	16:16	19:25	18:5
responsibilit	rural 33:3	separate 38:5	19:15 30:18
y 15:14	33:6 33:9	September	40:6
responsible	33:12 33:17	19:14 24:5	Sheffler
29:21 37:24	33:25	sequestration	4:4 4:12
rest 27:1	<hr/>	11:12	14:20 15:11
restate 18:10	S	series 4:9	27:3 39:3
result	safety 32:11	serious 10:19	shipbuilding
10:24 14:4	sample 30:1	serve 4:12	17:18 31:19
results	samples 30:5	10:4 34:2	shirts 31:14
20:7 24:7	save 23:13	34:18 35:12	short 9:12
29:11	SCHEV 28:4	served 7:19	29:24
retired 17:3	29:11 33:1	7:20 7:25	shortage 25:9
reveal 20:7	school 26:7	8:8 39:11	showcasing
23:14	28:13	serves 7:6	6:18
	scientists		significant



16:8 27:25	Southwest	22:9	33:23 36:25
silence 35:5	12:12	States 11:9	summary 38:13
simple 36:23	speak 24:18	11:11	summit
simply 23:5	speaker 7:2	state-wide	17:24 22:12
six 31:11	7:15	22:25	23:14
size 16:8	16:25	statistic	Superintenden
30:1	17:1 27:9	15:23	ts 26:8
skill 32:4	speaks 8:16	statistics	support
skilled 31:25	special 21:6	29:4	38:6 38:21
skills	specialized	steering	supported
12:13 25:22	17:15	15:17 35:16	20:4
26:3 31:10	specializing	steps 16:17	sure 12:14
slash 33:2	8:10	21:4	14:21
slide 11:2	specific	strategic	15:1
11:6 13:1	12:10 22:24	4:13 8:11	29:25
slides 8:24	specifically	strategy 6:16	30:3 35:25
slow 11:12	12:11 19:1	34:3	surely 34:24
small 12:22	spend 11:4	strengthen	surprise 9:11
18:8 20:17	sponsored	7:11	survey 6:3
snapshot	16:24	strengthening	6:3 6:6
6:8 25:1	staff 38:6	14:8	14:1
software	38:10	strived 9:16	18:14 25:16
31:10	stakeholders	students	25:21 29:18
solutions	21:14 35:10	28:12 29:11	29:21
28:16	startups	subject	30:7 30:8
solving 29:9	20:22	6:18 23:4	30:11 30:15
sorry 15:13	state 10:12	submit 6:9	30:18 30:20
26:20	11:1	15:8	33:23
sort 26:24	11:15 22:10	submitted	36:7 39:24
sounds 30:21	22:19 23:15	5:13	surveys 29:5
southeast	26:8	succeed 29:3	sustainabilit
7:23	27:19 32:10	success 35:19	y 14:11
Southside	37:22 37:24	sufficient	17:6
12:11	38:23	30:2	21:14 24:9
	states 12:4	suggestions	sustaining
	state's 11:21		21:21
			sworn 34:25



systemic 28:16	27:1 27:3 29:16 38:25 39:3 39:6 39:8 39:10 40:5 40:9	5:19 6:1 6:4 6:25 39:11 39:15 tomorrow 19:9 23:22 top 11:8 13:10 17:7 17:25 35:15 topic 7:1 40:2 topics 6:19 22:22 23:3 39:22 40:1 touch 30:19 towards 32:17 track 10:9 10:14 11:1 12:1 22:8 23:10 tracking 11:25 trade 8:1 8:8 13:11 18:2 19:9 19:15 19:24 20:6 22:16 23:18 23:19 23:20 23:25 24:6 traditional 12:17 training 13:14 21:25 38:4 transcend 34:11	transcribed 6:12 transcription 6:12 Transfer 4:13 transform 29:1 transition 10:24 34:8 transitioning 12:10 transportatio n 13:12 14:9 20:3 20:4 20:8 24:9 travel 37:6 trends 11:6 tried 26:21 truck 31:18 trucks 31:17 true 25:10 truly 36:10 try 14:23 15:3 15:6 32:17 turn 26:24 type 5:10 typically 11:7
<hr/> T <hr/>	thanks 13:20 27:14 theme 16:19 theory 33:16 there'll 34:20 there's 28:2 28:17 29:10 31:5 they're 31:18 third 4:1 4:5 4:8 6:14 16:2 39:21 throughout 8:17 8:21 9:8 20:18 tide 33:15 tie 33:3 ties 31:13 timeline 34:7 titled 4:9 7:1 today 4:6 4:7 4:24 7:2 9:7 39:2 39:9 39:12 40:9 today's 4:10 4:19 4:22 5:14	transcribed 6:12 transcription 6:12 Transfer 4:13 transform 29:1 transition 10:24 34:8 transitioning 12:10 transportatio n 13:12 14:9 20:3 20:4 20:8 24:9 travel 37:6 trends 11:6 tried 26:21 truck 31:18 trucks 31:17 true 25:10 truly 36:10 try 14:23 15:3 15:6 32:17 turn 26:24 type 5:10 typically 11:7	
<hr/> T <hr/>		<hr/> U <hr/>	
taking 5:6 10:24 12:8 27:8 talent 26:4 26:16 talk 18:14 25:16 talked 17:9 talking 13:17 22:1 33:6 tax 13:14 32:18 32:19 taxes 11:20 11:21 team 10:22 technical 26:20 technologies 31:4 technology 12:25 20:21 31:6 31:10 telephones 5:3 Templin 17:3 28:8 term 8:2 8:7 terms 10:18 11:13 11:18 text 15:3 thank 4:6 15:13		U.S 26:10 understand 15:4	

unified 13:21	12:23	19:13 19:19	voice 9:15
unique 35:12	23:5 35:12	20:12	13:21
universities	VEDA 4:17	21:8	voted 22:5
12:24	26:18 39:1	23:12 23:20	voters 10:1
28:2 29:7	VEDP 18:2	23:24 23:25	votes 19:23
university	26:10	24:19 25:18	
24:16 27:21	veterans	27:6	<hr/>
27:21 27:25	14:14 21:23	28:11	W
28:8 28:23	view 36:20	29:1 29:7	Warner 16:5
unknown 39:22	views 34:15	29:15 29:19	Washington
upcoming	Virginia	30:9 31:3	13:4 13:5
18:15	4:5 4:9	31:4 32:6	13:8
update 4:10	4:15 4:16	32:9	13:15 13:18
7:1 9:5	4:20 4:21	32:15 32:19	19:24
23:16 34:12	6:15 6:21	32:22	wasn't 35:15
updated 23:10	7:1 7:3 7:5	33:3	webinar 4:1
updates 9:10	7:6 7:10	33:17	4:6 4:8
upon 8:7	8:2 8:2	34:2	4:19 4:22
39:25	8:14 8:21	34:12	4:25 5:1
upper 5:5	9:5 9:7	35:4 35:8	5:7 5:20
Usually 5:5	9:15 9:16	35:19 36:21	5:25 6:5
utilize 30:12	9:18 9:21	37:2 37:7	6:9 6:10
utilized	10:5 10:6	37:11	6:11
36:11	10:10 10:13	38:4 38:9	39:21 40:11
<hr/>	10:16 10:25	38:9	webinars 5:22
V	11:3	38:19	5:23 6:7
VAallies.	11:12 11:14	39:1 39:6	6:15 6:17
org 5:21	12:9	39:8	6:17 39:18
5:24 39:18	12:12 12:19	Virginia's	website
Valet 18:2	12:22	7:12 7:23	5:21 5:24
value 19:11	13:3 13:8	12:2	6:10 6:13
21:20	13:17 13:19	22:22 23:23	we'd 11:2
varies 31:3	13:21	27:16 30:24	11:22 26:18
variety 21:15	14:6	32:12	33:25 39:15
various 10:10	15:23 15:25	34:9 36:12	39:22 40:5
11:1	16:17	vision 37:9	Wednesday 4:1
	17:4	37:12 38:22	4:2 4:6 4:8
	17:12 17:17	visit 6:10	6:15 39:21
	18:1	35:10 39:18	week 38:8
	19:10 19:12	Visitors	
		28:24	



weeks 14:17 33:6	26:14	18:20	
welcome 4:5 30:6 33:25	WHEREUPON 40:11	21:4 21:8 21:22 21:23 22:23 23:5 25:13 25:15 26:10 28:4 28:4 29:13 29:24 31:8 33:13	
welcoming 8:22	whole 12:6 13:4 13:16		
we'll 16:11 18:22 19:9 19:15 20:6 22:19 24:7 25:16 26:1 26:14 30:17 34:13	who've 12:15 window 5:10 work 9:23 9:24 13:20 25:11 27:25 29:9 29:10 32:8 33:19	world 28:20 wrestling 12:7 write 5:4	
wellness 17:11	worked 21:13	<hr/> <u>Y</u> <hr/>	
we're 9:19 10:9 12:1 16:12 21:2 21:7 21:21 22:2 22:8 22:14 23:5 23:22 25:15 26:16 28:3 33:20 33:21 36:15	workers 24:19 24:21 25:3 25:4 25:7 29:8 31:6 31:25 32:1 32:14	yesterday 31:7 you'll 11:6 24:17 34:6	
we've 10:12 11:8 11:9 16:17 18:18 20:11 21:3 21:13 21:16 26:5	workforce 12:12 13:14 14:7 17:20 18:9 18:12 18:18 19:2 21:23 22:16 24:22 25:23 26:7 26:15 29:14 31:2 31:24 32:23 33:21		
whatever	working 12:1 18:11 18:15		