



**VETERAN
REPORTERS**

**VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP
THIRD WEDNESDAY WEBINAR**

**VIRGINIA JOBS INVESTMENT PROGRAMS:
UPDATE 2015**

**WEDNESDAY, JANUARY 21, 2015
2:00 P.M.**

 **855.667.0077**

 **540.667.4114**

VETERANREPORTERS.COM

2

1 HOSTED BY:
 2 LAUREN STUHL DREHER
 3 VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP
 4 901 EAST BYRD STREET
 5 RICHMOND, VIRGINIA 23218
 6 TELEPHONE: 804.545.5706
 7 EMAIL: LSTUHL DREHER@YESVIRGINIA.ORG
 8
 9
 10 PRESENTERS:
 11 FRANK STRICKLER
 12 VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP
 13 901 EAST BYRD STREET
 14 RICHMOND, VIRGINIA 23218
 15 TELEPHONE: 804.545.5717
 16 EMAIL: FSTRICKLER@YESVIRGINIA.ORG
 17
 18
 19
 20
 21
 22
 23
 24
 25

4

1 THIRD WEDNESDAY WEBINAR
 2 WEDNESDAY, JANUARY 21, 2015
 3 2:00 P.M.
 4 MS. STUHL DREHER: Good afternoon. Thanks
 5 for joining us for Virginia Economic Development
 6 Partnership's first third Wednesday Webinar of 2015.
 7 Today we'll be discussing the Virginia Jobs Investment
 8 Program, a program update. The webinar should take
 9 not more than an hour. I'm Lauren Stuhldreher and I
 10 support the business expansion division at VDP and I'm
 11 standing in for Brent Sheffler Today. Connie Long
 12 with the Virginia Economic Developers Association will
 13 moderate the question and answer part of today's
 14 webinar.
 15 Some housekeeping. Attendees are muted but
 16 we can read what you write in the question panel.
 17 Please feel free to send us a question at any time.
 18 Connie is able to read the questions submitted and
 19 will communicate your questions to us during the
 20 webinar. Today's webinar is being recorded. The
 21 recording will be posted on the Virginia Allies
 22 website, vaallies.org. After we end the webinar, you
 23 will receive an email with a few survey questions.
 24 Please take a minute to respond to the survey and give
 25 us your feedback.

3

1 INDEX
 2 Page
 3
 4 (NO EXAMINATION)
 5
 6
 7 EXHIBITS
 8 Exhibit Page
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

5

1 This will help us improve and plan future
 2 webinars. Our Third Wednesday Webinars are part of
 3 VDP's allied communications strategy. The webinars
 4 held during 2013 and 2014 and this year are designed
 5 to bring subject matter experts to address topics that
 6 are important to you and to share knowledge about
 7 available resources. It is our objective to keep our
 8 audience well informed so that we can collectively
 9 accomplish our mission and realize your economic
 10 development goals.
 11 Again, today's topic is Virginia Jobs
 12 Investment Program, a program update. As of July 1,
 13 2014, VDP is home to VJIP. Previously VJIP was housed
 14 at the former Virginia Department of Business
 15 Assistance. Our speaker today is Frank Strickler, who
 16 has an exceptional track record of managing the VJIP
 17 program. Frank will provide us with updates on the
 18 VJIP program and how VJIP is now being administered at
 19 the EDP. Frank will be discussing these topics: Where
 20 we've been. A look back at the history of VJIP.
 21 Where we are and where you'd like us to go. Frank
 22 Strickler serves as senior manager at the Virginia
 23 Economic Development Partnership leading the Virginia
 24 Jobs Investment Program. Frank is a 17-year veteran of
 25 the VJIP program, having started as the video manager



6	<p>1 in 1997. In 1999, Frank became a project manager and 2 began marketing the state's second oldest incentive 3 full-time. Frank is a lifelong resident of the 4 Commonwealth and was born in Richmond, but has lived 5 in Norfolk, Roanoke, Danville, South Boston and 6 Virginia Beach. Frank likes to quip that he is on his 7 third career path from broadcast television engineer 8 to film maker and now project manager with the primary 9 region of Southern Virginia. In 2014, Frank helped 10 bring the VJIP program back to VDP where he first 11 started his career and is proud to lead a group of 12 talented and dedicated professionals in building VJIP 13 to a future of meeting the challenges of workforce in 14 a new global economy. With that, please join me in 15 welcoming Frank Strickler.</p> <p>16 MR. STRICKLER: Thank you. Thank you so 17 much, Lauren. It's a real pleasure to be here today 18 and thank you VJIP and Connie Long for facilitating 19 and setting all this up for us. It's a real pleasure 20 to be able to talk to our friends and allies out in 21 the field and to tell our story once again. I know it 22 hasn't been too long ago that you all heard from VJIP 23 but just started. Of course we love to tell and we're 24 always glad to come before a group and talk about it. 25 What I really want to do today is talk, give a little</p>	8
7	<p>1 short history of the VJIP program and then let you 2 know where we stand and how we're doing and then at 3 the end of this all, really leave enough time for us 4 to take some questions and take some suggestions from 5 you members of the audience on exactly what you'd like 6 to see VJIP become.</p> <p>7 We constantly are strategizing trying to 8 improve the program to come up with new ways to make 9 it bigger and better and so we do value your input and 10 we'll be looking forward to that at the end of the 11 show. You know, VJIP was created as a division of 12 industrial training under a new and growing community 13 college system in 1965. We are the second oldest 14 incentive as Lauren told you and the jeopardy question 15 of the afternoon is what's the first oldest. We'll 16 get to that a little later. Because of that, we'll be 17 celebrating our 50th anniversary this year and we do 18 have plans to provide some kind of, have some kind of 19 celebration, maybe even a gala to celebrate 50 years 20 of VJIP in the State of Virginia. In 1985, the 21 Division of Industrial Training was moved to the then 22 Department of Economic Development. How many of you 23 guys were around those days when you knew there was a 24 Department of Economic Development? Soon after that, 25 in about 1996, I believe it was the Department of</p>	9
8	<p>1 Economic Development became the Virginia Economic 2 Development Partnership and the Virginia Department of 3 Business Assistance was established in 1997 and the 4 Division now called Workforce Services moved into that 5 new agency. Well we operated under DBA for a good 6 long time in two different locations. You may 7 remember we were at 8th and Main and then we moved to 8 the Jefferson Building on Capitol Square and operated 9 there until recent history and in 2013 we saw the 10 abolishment of DBA and the creation of the Department 11 of Small Business and Supplier Diversity. So we 12 changed organization names, moved into a new agency 13 although we didn't physically move. We stayed in the 14 Jefferson Building. The program is now called the 15 Virginia Jobs Investment Program, which I'm sure most 16 of you are familiar with the new name and the main 17 reason you may remember we changed from Workforce 18 Services is there were just so many different agencies 19 and organizations in the state that used that moniker 20 that it got to be a little bit confusing for our 21 clients so we decided to change the name and come up 22 with some new branding as it were. So the program hit 23 the road. We had new business cards, new stationary 24 and we were still the same great program but here we 25 were under a new agency. Then in July 2014, the</p>	10



10	<p>1 million dollars of capital investments, so 2.456 2 billion, that's a lot of jing and our potential 3 projects add another 7000 potential net new jobs to 4 that mix and an additional four billion 695 million 5 and you can see that number. It's just huge. Of 6 course, historically, we never land everything that 7 comes in the door but we are always excited about the 8 growing numbers.</p> <p>9 When you look at the way we're broken up 10 right now we have basically six regions in the state 11 and most of you who are around you know who's in your 12 region starting in the Valley, Debbie Melvin does the 13 81 Corridor all the way down into the Roanoke area. 14 Lea Lofty covers southwest Virginia. Tre has this 15 crescent that stretches from the Lynchburg Region, 16 Region 2000, all the way up right now almost to, 17 almost into northern Virginia, to Stafford and some 18 into the northern neck. Our Hampton Roads division is 19 empty, vacant right now and we are planning to fill 20 that very shortly. I still do southern Virginia. Of 21 course I grew up in Pennsylvania County in Danville, 22 so that's near and dear to my heart and I'm happy 23 today to announce that the northern Virginia Region 24 has a brand spanking new project, Mr. Doug Parsons, 25 who came to us from Leesburg Economic Development and</p>	12
11	<p>1 I'm sure they'll miss him and we are mighty glad to 2 have Doug as part of our new team. Once again, we'll 3 be looking hopefully to fill the vacancy left by 4 Katherine Hartman in the Tidewater Region because 5 there's lots of extra projects going on in the Hampton 6 Roads area and we're always pleased to have that. In 7 addition to the great project managers that we work 8 with, we've got so many partners and allies that would 9 really, I'd really be remiss if I didn't mention from 10 our current governor who's very supportive and our 11 cabinet secretary. Here's an entire laundry list of 12 all the great folks that we're happy to work with and 13 bring to the table in economic development projects 14 and every one of them has something unique to do with 15 each project and not to mention the Virginia companies 16 who are the people that drive all of this.</p> <p>17 I want to sort of go over our model a little 18 bit today so you get a good idea of what's happening 19 with VJIP. We have a very limited staff, you know, if 20 you look back to April 2010 there were 18 employees 21 working under VJIP and we had about an 11 million 22 dollar budget. We're now back up to 5 employees and we 23 have about a 6 million dollar budget that we're 24 dealing with, so we're dealing with shrinking budgets 25 and have and of course, it's all the economy but what</p>	13



14	<p>1 times there is a subjective factor based on need. We 2 do look at the region itself and whether there's 3 distressed area, whether there's been lots of layoffs 4 and there's got to be a little bit of that that's 5 involved in it but mostly we keep our amounts pretty 6 straightforward. Manufacturing jobs have a certain 7 amount based on the return on investment as you all 8 know and so we don't really lean very heavily. We 9 don't give one area, on region more money than we do 10 others. It just, because we have to be good stewards 11 of everything we do. When we present the project, we 12 are looking for all the proper information. We're 13 looking for project and company name if you can share 14 that with us because we do do a little research and we 15 ask our research department to help us. We want to 16 know exactly what it is they do as early as we can. We 17 need to know how many jobs because there are criteria 18 and we want to see if they match up and a lot of what 19 our allies do, our economic development friends do, is 20 they pre-qualify for us. They know what our criteria 21 are and we really appreciate that because there's 22 nothing worse than meeting with a client and telling 23 them your story and then finding out that they're only 24 going to hire seven people and they're not going to 25 qualify. It's a waste of their time and, of course,</p>	16
15	<p>1 ours as well. Capital investment's a big deal. We 2 really rely on those numbers as well and we get into 3 the three different parts of VJIP we'll talk about 4 that. What's the breakdown? We really like to know 5 what the breakdown of these jobs are so that as we 6 start formulating our incentive amounts in our heads 7 and thinking about it, we know whether we're having to 8 do really specific training or just generalized things 9 and it really helps us to know what those breakdowns 10 are, and of course, who or where is the competition 11 coming from. Now I'll tell you one of the things that 12 we've stressed here recently and that is the way we 13 talk about our program. A lot of folks will say well 14 we're going to make sure that you get a VJIP grant and 15 the grant is not a word that we like to use anymore. 16 We like to call it incentive funding because the word 17 grant sort of invites a by-right attitude and it's not 18 by right. There's definitely qualifying criteria, so 19 whenever you talk about VJIP please try to help us 20 remember that it is an incentive program and that the 21 funding is incentive funding and not a grant. We 22 would appreciate that. Okay, so finally as a program 23 manager when we're looking at a project, we're looking 24 at a return investment, we look at our active dollar 25 commitment. You know, we have these active projects,</p>	17
16	<p>1 170 of them that we actually have budgets for and are 2 paying and we check very frequently to see what their 3 budget projections are, how many people they're going 4 to be hiring because just like industry we do just in 5 time budgeting and one of the big things we have to, 6 of course, be careful for is that we don't overspend 7 our budget and we know how much commitment we have 8 for 9 physical year. We also have to look at the projected 10 projects that we have and how much money could be 11 spent out if, you know, a certain percentage of those 12 projects. 13 We're in the process of finding out a little 14 more closely what those averages are on how many 15 projects. How many, when they, when a company says 16 they're going to hire 300 at the end of the project, 17 have they hired 300 or is it more like 250 and that 18 will help us hone those figures down a little bit. So 19 that's sort of our work flow in a nutshell. The 20 project managers have a lot to do in addition to 21 meeting with the clients. Believe it or not the 22 hardest thing that we have to do is ask for 23 reimbursements. Do we owe you any money and have you 24 hired anybody lately so that we can pay you and keep 25 these things up to date. It's really amazing. You would think that</p>	18



18	<p>1 or Industrial Training did and do lathe training and 2 that kind of thing. 3 That is the job of the community colleges, 4 reverted back to them and other training providers and 5 we definitely left the training providers, the 6 training assistants, the people who do that for a 7 living carry on that process. We like to say that we 8 are coordinator of resources. That's probably one of 9 the most important things. When we work with a client 10 we figure out who needs to come to the table, who has 11 the most to offer and that's who we bring so that you 12 don't end up with 97 people in the room when you only 13 need 32. 14 We typically work with a client for the full 15 three year cycle of the VJIP programs a 36 month 16 program that actually goes a little beyond that 17 because until they, our clock doesn't really start 18 until the first hire date for a company and of course 19 during the presentation and the what I call the thrill 20 of the chase part of the program where we're trying to 21 bring a new company or get an existing company to make 22 a decision for Virginia there's some time that's 23 involved in that. After that, we are with the client 24 for the full 36 months. The most important thing as I 25 said we do is keep updates on projections and stuff</p>	20
19	<p>1 and it's a very important part of what the program 2 manager does. Everybody loves the funding part, the 3 incentive funding. The project budget is based on the 4 company's recruiting and training costs. It's 5 typically 10 to 40 percent of what the company 6 actually spends or what they report they spend. It is 7 cash to the company as the state writes checks on our 8 behalf to these companies and by the way, it is 9 taxable. 10 The company chooses the training providers 11 and all the people that they want to work with them. 12 We don't force any. There are no you have to's is the 13 way I present it in presentations and of course, it's 14 a very performance based program. We don't pay any 15 monies up front. Reimbursement's made after new hires 16 are employed for at least 90 days or after retraining 17 has been completed. The ROI that we came up with is 18 anywhere from three months to about a year. We never 19 go over a one year ROI but one of the things that the 20 auditors and the legislatures like about our program 21 so much is because we wait for 90 days and that's 22 primarily to keep companies honest and to make sure 23 that these employees are going to stick but it also 24 gives us a full calendar quarter of return on 25 investment money already paid to the state so we have</p>	21
18	<p>1 three months in the bank given when we do a 2 reimbursement. 3 Okay, eligible business sectors. You must 4 be for profit companies. Of course manufacturers are 5 what actually built this program but over the years 6 we've found some needs and gaps. For example, 7 corporate headquarters. That's if they have main 8 corporate headquarters and they have multiple 9 facilities. Regional distribution centers are large 10 around our state from both coasts, or from the coast 11 to the mountains and all in between. You'll find 12 distribution centers for all kinds of products around 13 the state. Regional shared service centers. That's 14 sort of a new one for us. Back office type support 15 that brings and because they bring money in from 16 outside the state, a back office vis-vis can be doing 17 work for a company in Texas and it qualifies. R&D 18 facilities qualify although a lot of R&D facilities 19 don't actually end up making large hires because they 20 just have a few scientists and stuff and of course, 50 21 percent of the revenue must come from out of state 22 either directly or indirectly and I know that sounds 23 sort of kind of contradictory but a company that's 24 making parts for an auto maker and may be shipping 25 those parts somewhere else and getting paid for them</p>	20
19	<p>1 so you can say that's the indirect part. Okay. 2 Here's the new jobs program. This is the 3 mainstay of VJIP. You must create a minimum of 25 net 4 new jobs in the first year. After that, everything is 5 golden. The legislature came up with this one and a 6 half times amount of a minimum wage of \$9.79 and so 7 that's the minimum hourly wage. As most of you know, 8 anybody that's paying \$9.79 for manufacturing jobs is 9 not going to be very successful very long because 10 they're not going to hire a lot of folks especially 11 when you can work at a McDonalds and Wal-Mart at least 12 \$10.00 an hour. Companies have to make a new capital 13 investment of at least a million dollars and that's 14 really important and a lot of you may not realize this 15 but the capital investment portion of that requirement 16 has no bearing on the state's return on investment. 17 Most capital investment money only helps the 18 localities. That's your tools, tax tools, equipment 19 taxes, your real estate taxes and those things, so 20 we've always had that as a qualification and I don't 21 see any reason we'll ever have to change that. The 22 expansion or location again must be in competition 23 with another state or country, so that's the basics. 24 The small business new jobs program, now this is not 25 the small business jobs grant fund. This is a portion</p>	21



22	<p>1 of our program that we actually had before there was a 2 small business jobs grant fund and we've sort of kept 3 it going because its geared a lot more to small 4 entrepreneurial businesses that can't qualify 5 otherwise for a VJIP and we define a small business as 6 250 employees or less company-wide so it's easy to be 7 qualified as a small business only having 250 8 employees or less. The small business needs to create 9 at least five net new full-time jobs and by the way 10 it's always full-time jobs with benefits in our 11 program, and again, pay \$9.79 and make a new capital 12 investment of at least a hundred thousand dollars. 13 This is an interesting subject, retraining as of this 14 past physical year, we lost a line item in our budget 15 for retraining so there is no pot of dollars for 16 retraining; however, in some cases its necessary to 17 help keep a company viable or from moving out of state 18 by providing some retraining so we do take funds out 19 of our pot of money to do retraining. 20 Retraining means upgrading worker skills due 21 to either a change in technology or a change in 22 process that's essential to the production and 23 distribution of the products and services, so it's 24 real specific and we ask the company to justify that 25 in verbiage on the application to make sure that</p>	24
23	<p>1 everything's cool. So integrating new technology, 2 that's when everybody's finally come around from old 3 school, lathes and milling machines to CNC and they 4 have to retrain employees to use that. That's a great, 5 a great example of what new technology is all about 6 and then changing product, adding a new product line 7 and we see that happening when they either upgrade or 8 especially with food service industry, they're always 9 adding new products, coming up with a new pops 10 edition, that kind of thing. So anything that 11 substantially changes the service delivery process and 12 that's very important. 13 So the qualifications for retraining; 14 retraining must be for at least ten full-time 15 employees, they have to be paid a minimum of \$9.79 and 16 making a capital investment of a half a million 17 dollars. If they're adding a new machine or two, 18 that's a pretty easy capital investment number to get. 19 Small business, we have a small business retraining 20 component just like we have a new jobs component. 21 They would need to retrain at least five full-time 22 employees, pay the \$9.79 and make a capital investment 23 of fifty thousand dollars and that's kind of important 24 for a small company that wants to step up their 25 technology and be more efficient and be able to make</p>	25
22	<p>1 their products a little easier. Our vision moving 2 forward, and we've been very supported since we moved 3 to VDP. We've had lots of meetings to talk about what 4 VJIP was and what sort of kind of happened to it and 5 where we really want to end up being. We would like 6 to move back to being service based. In the good old 7 days when we had at least two project managers in each 8 region, it was a little easier to do that and because 9 of that we are looking for help to get our staffing 10 levels increased and reinstated back to former levels 11 in their glory days and in the same time to reinstate 12 some of our popular services. 13 We constantly get requests for our video 14 service that we used to be able to provide but as you 15 can understand, with only five project managers and no 16 editing staff, it's kind of difficult to do that but 17 we would like to get back to that. And we want to 18 ensure that our core values remain intact. And of 19 course, that's to make the program easy. One of the 20 things that I learned when I came to this program was 21 that this group has always been focused on continuous 22 improvement, 40 years' worth of it and so, you know, 23 as a result of that we have four pieces of paper to 24 access state funds. That's unheard of around the 25 state.</p>	24
23	<p>1 I mean I talked to some friends recently in 2 Texas who do kind of what we do and they have a two 3 inch spiral ring binder that that very first page says 4 to participate in this project you must hire an 5 accountant and a lawyer and, of course, with four 6 pieces of paper we've tried to make it as simple and 7 easy as we possibly can. We do want to focus on 8 results. We do think about that constantly. We want 9 to make sure that the projects that we do undertake 10 are good, viable projects and that we help them 11 whenever we can to meet their goals in hiring and help 12 them generate their own pipelines and do some of 13 training their own and then use the resources around 14 the state to find folks to fill the new jobs as they 15 become available. We are committed to long-term 16 success. 17 That's why we're with the company for at 18 least 36 months and at the end of that 36 months we 19 don't walk away because a lot of companies are ready 20 then for another cycle, especially if they're new 21 businesses for either ramping up and expanding further 22 or changing their technology and using the retraining 23 portion of our program. So we are with the program 24 for a long time but we do have some limits. It's 25 basically three times to the well, so if you're a new</p>	25



26

1 company and then you do an expansion and then you do a
 2 retraining project, you do have to sit out and this is
 3 part of the code, sit out for three years. For
 4 example, and I don't like to use company's name but a
 5 large chemical company here in the Richmond area is
 6 always changing products and always doing this stuff
 7 and we were just constantly feeding them funds year
 8 after year after year so we do have some limits.
 9 Okay.
 10 So that's basically what we're all about.
 11 We're an incentive program, not a grant. We've got
 12 some specific things that are required to participate.
 13 We are happy to participate. We are happy to bring
 14 all our allies to the table to do what it takes to get
 15 a company going and to make Virginia a decision or to
 16 make the decision to expand in Virginia. What we'd
 17 like to know now and there's several ways we can do
 18 this. You can start sending comments to Connie and she
 19 can relay them to us verbally or you can ask questions
 20 or you can send me emails and tell us what you'd like
 21 VJIP, what it would look like, what your best case of
 22 VJIP would look like in your area. So I'd like to
 23 open it up now to questions and we'll just stand by to
 24 take whatever questions you have today. So, Connie,
 25 back to you.

27

1 MS. LONG: Thanks, Frank. Okay. We have a
 2 couple of questions here. Number one: We're working
 3 with companies and would like to introduce VJIP as a
 4 possible incentive. What would you recommend we do to
 5 initiate the discussion?
 6 MR. STRICKLER: Well, the best thing that an
 7 ally can do or anyone bringing a project to us, is to
 8 facilitate getting us in front of the client. Most
 9 everyone I know that has ever done this job, enjoys
 10 doing the presentation and telling our story and
 11 you'll find a lot of enthusiasm that occurs when that
 12 happens. So getting us in front of the clients so we
 13 can hear their story, find out all the parameters of
 14 the program and then really explain how simple it is
 15 and how to get started and in most cases either via
 16 thumb drive or the next day they have applications in
 17 hand and that makes it easy for us to start. But if
 18 we're dealing with a client and we don't know who they
 19 are or what they actually do it's really difficult for
 20 us to really be able to assess what the needs are and
 21 that's a big function of creating or generating a
 22 project with VJIP.
 23 MS. LONG: Great. Next question: How long
 24 does it take to secure an estimate for VJIP assistance
 25 to put into a proposal?

28

1 MR. STICKLER: Well, that's interesting. If
 2 you remember DDP, it probably takes less than an hour
 3 for it to show up in sales force. If you're an ally
 4 and need a proposal or an incentive letter from us, we
 5 turn those around extremely rapidly. All we need to
 6 know is what the parameters are as outlined in the
 7 requirements and we can discuss with you, the
 8 subjective parts of the program. You can tell me,
 9 we've got to have this, we've got to have this, Frank,
 10 and we do then get back in touch and we can send you a
 11 printed copy via email of an incentive letter at least
 12 in the 24 hour turn around if not sooner.
 13 MS. LONG: Okay, Frank, we have one final
 14 question: Does the VJIP program offer cost avoidance
 15 services such as training the trainer, applicant
 16 screening services?
 17 MR. STICKLER: Yes that's part of the
 18 service part of what we traditionally always offered
 19 and we don't physically put a dollar figure on that
 20 cost avoidance anymore like we used to because quite
 21 frankly, some of the amounts seemed to be a little
 22 high and was almost embarrassing and the services that
 23 we provide are pretty much the same whether you're
 24 hiring 25 or 250, so the formula that we used to use
 25 wasn't really an accurate formula. It wasn't an

29

1 accurate depiction of what we do, but yes, we do still
 2 provide as much service as the project manager has
 3 time to do and we're happy to do that. Anybody else
 4 on the panel have any comments for us? I'd love to
 5 hear from you.
 6 MS. STUHLLDREHER: All right, I think that
 7 was it, Connie, right?
 8 MS. LONG: That's all we have.
 9 MS. STUHLLDREHER: Great. Okay. All right.
 10 Thank you, Frank. It's been a pleasure getting to
 11 know the VJIP group here. I really enjoy working with
 12 them and learning more about all the interesting
 13 things they're doing across the state. Hope to learn
 14 a lot more in the future. Thank you to the many
 15 people and organizations that help make this webinar
 16 possible. If you found this webinar helpful, let them
 17 know. If you have a complaint, don't tell them. Tell
 18 Brent Sheffler. As we draw to a close, let me remind
 19 everyone to please take a few minutes to complete the
 20 short survey you will receive following this webinar.
 21 Again, this webinar is being recorded and will be
 22 posted on the Virginia Allies website, vaallies.org.
 23 Thank you for attending the webinar today and we hope
 24 you can join us next month for a webinar on February
 25 18 at 2:00 p.m. Thanks again and have a great day.



30

1 (WHEREUPON, the Webinar concluded at 2:42 p.m.)
 2
 3
 4
 5
 6
 7
 8
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

32

1 CERTIFICATE OF REPORTER AND SECURE
 ENCRYPTED
 2 SIGNATURE AND DELIVERY OF CERTIFIED
 TRANSCRIPT
 3 I, SARA E. DUNCAN, do hereby certify that the
 4 forgoing matter was reported by stenographic and/or
 5 mechanical means, that same was reduced to written
 6 form, that the transcript prepared by me or under my
 7 direction, is a true and accurate record of same to
 8 the best of my knowledge and ability; that there is
 9 no relation nor employment by any attorney or counsel
 10 employed by the parties hereto, nor financial or
 11 otherwise interest in the action filed or its
 12 outcome.
 13 This transcript and certificate have been
 14 digitally signed and securely delivered through our
 15 encryption server.
 16 IN WITNESS HEREOF, I have here unto set my hand
 17 this 9th day of February, 2015.
 18
 19
 20
 21
 22 /s/ SARA E. DUNCAN
 23 COURT REPORTER
 24

31

1 STIPULATION
 2
 3 The foregoing matter was taken on the date, and at
 4 the time and place set out on the title page hereof.
 5
 6 It was requested that the matter be taken by the
 7 reporter and that the same be reduced to typewritten
 8 form.
 9
 10
 11
 12
 13
 14
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

25



<p> <u> </u> \$ <u> </u> \$10.00 21:12 \$9.79 21:6 21:8 22:11 23:15 23:22 <u> </u> 1 <u> </u> 1 5:12 10 19:5 11 11:21 120 9:11 170 9:12 16:1 17-year 5:24 18 11:20 29:25 194 9:19 1965 7:13 1985 7:20 1996 7:25 1997 6:1 8:3 9:5 1999 6:1 <u> </u> 2 <u> </u> 2.456 10:1 2:00 4:3 29:25 2:42 30:1 2000 10:16 2010 11:20 2013 5:4 8:9 2014 5:4 5:13 6:9 8:25 2015 4:2 </p>	<p> 4:6 9:20 21 4:2 22 9:16 24 9:13 28:12 25 21:3 28:24 250 16:16 22:6 22:7 28:24 <u> </u> 3 <u> </u> 300 16:15 16:16 32 18:13 36 18:15 18:24 25:18 25:18 <u> </u> 4 <u> </u> 40 19:5 24:22 44 9:14 <u> </u> 5 <u> </u> 5 11:22 17:5 50 7:19 20:20 50th 7:17 <u> </u> 6 <u> </u> 6 11:23 6,411 9:21 695 10:4 <u> </u> 7 <u> </u> 7000 10:3 <u> </u> 8 <u> </u> 81 10:13 </p>	<p> 84 9:15 8th 8:7 <u> </u> 9 <u> </u> 90 19:16 19:21 97 18:12 <u> </u> A <u> </u> able 4:18 6:20 12:21 23:25 24:14 27:20 abolishment 8:10 access 12:19 24:24 accomplish 5:9 accountant 25:5 accurate 28:25 29:1 across 29:13 active 9:12 9:17 9:20 15:24 15:25 actives 9:12 actually 9:3 16:1 18:16 19:6 20:5 20:19 22:1 27:19 add 10:3 adding 23:6 23:9 23:17 </p>	<p> addition 9:17 11:7 16:19 additional 10:4 address 5:5 administered 5:18 admit 13:25 afternoon 4:4 7:15 agencies 8:18 agency 8:5 8:12 8:25 ago 6:22 ahead 12:21 allied 5:3 allies 4:21 6:20 11:8 12:9 12:15 12:17 14:19 17:14 26:14 29:22 ally 27:7 28:3 already 19:25 amazing 16:25 amount 14:7 17:18 21:6 amounts 14:5 15:6 28:21 analysis 17:6 anniversary 7:17 announce </p>
--	---	---	--



10:23	4:15	8:1 9:10	11:13 18:11
answer 4:13	attending	become 7:6	18:21 20:15
anybody 16:23	29:23	17:16 25:15	26:13
21:8 29:3	attitude	behalf 19:8	bringing 27:7
anymore 15:15	15:17	believe	brings 20:15
28:20	attraction	7:25 16:20	broadcast 6:7
anyone 27:7	12:10	benefits	broken 10:9
anything 13:6	audience	22:10	budget
23:10	5:8 7:5	best 26:21	11:22 11:23
anywhere	auditors	27:6	12:2 16:3
19:18	19:20	better 7:9	16:7 19:3
applicant	auto 20:24	beyond 18:16	22:14
28:15	available 5:7	bigger 7:9	budgeting
application	25:15	biggest 12:25	16:5
22:25	averages	billion	budgets 11:24
applications	16:13	9:23 10:2	16:1
27:16	avoidance	10:4	building 6:12
apply 13:21	28:14 28:20	bills 12:2	8:8 8:14
appreciate	away 25:19	binder 25:3	built 20:5
14:21 15:22		bit 8:20	bunch 17:20
April 11:20	B	11:18	burners 17:2
area 10:13	bank 20:1	14:4	business 4:10
11:6 14:3	based 14:1	16:17 17:1	5:14 8:3
14:9 26:5	14:7 17:8	born 6:4	8:11 8:23
26:22	19:3	Boston 6:5	9:15
aspect 13:21	19:14 24:6	brand 10:24	12:10 12:10
assess 27:20	basic 13:11	branding 8:22	13:21
assistance	basically	breakdown	20:3
5:15 8:3	10:10 25:25	15:4 15:5	21:24 21:25
17:10 17:20	26:10	breakdowns	22:2 22:5
27:24	basics 21:23	15:9	22:7 22:8
assistants	basis 9:18	Brent 4:11	23:19 23:19
18:6	Beach 6:6	29:18	businesses
Association	bearing 21:16	bring 5:5	9:15 22:4
4:12	became 6:1	6:10	25:21
Attendees			by-right
			15:17



<u>C</u>	challenges	5:8	26:1 26:5
cabinet 11:11	6:13	college 7:13	26:15
calendar	change 8:21	colleges 18:3	company's
19:24	21:21 22:21	comes 10:7	19:4 26:4
capital	22:21	coming	company-
10:1 15:1	changed	15:11 23:9	wide 22:6
21:12 21:15	8:12 8:17	comments	competition
21:17 22:11	changes 23:11	26:18 29:4	13:8
23:16 23:18	changing 23:6	commitment	15:10 21:22
23:22	25:22 26:6	12:2	competitive
Capitol 8:8	chase 18:20	15:25 16:7	13:17 13:20
cards 8:23	check 16:2	committed	complaint
career 6:7	checks 19:7	9:22 25:15	29:17
6:11	chemical 26:5	Commonwealth	complete
careful 16:6	chomping 17:1	6:4	29:19
Carolina	chooses 19:10	communicate	completed
13:23	circle 9:2	4:19	19:17
carry 18:7	client	communication	component
case 26:21	14:22	s 5:3	23:20 23:20
cases 22:16	17:7 18:9	community	concluded
27:15	18:14 18:23	7:12	30:1
cash 19:7	27:8 27:18	17:16 18:3	confusing
category	clients	companies	8:20
17:22	8:21	11:15	Connie 4:11
celebrate	12:13 16:20	17:8 19:8	4:18 6:18
7:19	27:12	19:22	26:18 26:24
celebrating	clock 18:17	20:4	29:7
7:17	close 29:18	21:12 25:19	constantly
celebration	closely 16:13	27:3	7:7 12:11
7:19	CNC 23:3	company 14:13	24:13
centers	coast 20:10	16:14 17:12	25:8 26:7
20:9	coasts 20:10	17:24 18:18	consultants
20:12 20:13	code 13:19	18:21 18:21	12:12
certain	26:3	19:5 19:7	continue
14:6 16:10	collectively	19:10 20:17	12:13
		20:23 22:17	continued 9:8
		22:24 23:24	continuous
		25:17	



24:21	crescent	decision	12:5
contradictory	10:15	18:22 26:15	discuss 28:7
20:23	criteria	26:16	discussing
cool 23:1	14:17 14:20	dedicated	4:7 5:19
coordinator	15:18	6:12	discussion
18:8	culture 17:9	define 22:5	27:5
copy 28:11	current 11:10	definitely	distressed
core 24:18	currently	15:18 18:5	14:3
corporate	9:23	delivery	distribution
20:7 20:8	cycle 18:15	23:11	20:9
Corridor	25:20	department	20:12 22:23
10:13	<hr/>	5:14 7:22	Diversity
cost 28:14	D	7:24 7:25	8:11
28:20	daily 12:14	8:2 8:10	division 4:10
costs 19:4	Dansville	14:15	7:11 7:21
country 21:23	13:23 13:24	depiction	8:4 10:18
County 10:21	Danville	29:1	17:25
couple 27:2	6:5 10:21	designed 5:4	document
course 6:23	date 16:24	Developers	12:18
10:6	18:18	4:12	dollar
10:21 11:25	day 9:18 9:18	development	11:22 11:23
14:25 15:10	27:16 29:25	4:5 5:10	15:24 28:19
16:6	days 7:23	5:23 7:22	dollars
18:18 19:13	12:17 19:16	7:24 8:1	9:24 9:25
20:4	19:21	8:2 10:25	10:1
20:20 24:19	24:7 24:11	11:13	21:13 22:12
25:5	DBA 8:5	12:3	22:15 23:17
covered 13:4	8:10 9:5	13:10 14:19	23:23
covers 10:14	DDP 28:2	17:25	done 27:9
create 21:3	deal 15:1	different 8:6	door 10:7
22:8	dealing 11:24	8:18	Doug 10:24
created 7:11	11:24 27:18	13:14 15:3	11:2
creating	dear 10:22	difficult	downturns
27:21	Debbie 9:2	24:16 27:19	9:10
creation 8:10	10:12	directly	draw 29:18
	decided 8:21	12:12 20:22	drive 11:16
		discovery	



<p>27:16</p> <p>due 22:20</p> <p>duplication 17:19</p> <p>during 4:19 5:4 18:19</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>early 14:16</p> <p>easier 24:1 24:8</p> <p>easy 22:6 23:18 24:19 25:7 27:17</p> <p>economic 4:5 4:12 5:9 5:23 7:22 7:24 8:1 8:1 10:25 11:13 12:3 13:10 14:19</p> <p>economy 6:14 11:25</p> <p>economy's 9:9</p> <p>editing 24:16</p> <p>edition 23:10</p> <p>EDP 5:19</p> <p>effect 13:9</p> <p>efficient 23:25</p> <p>effort 17:19</p> <p>either 20:22 22:21 23:7 25:21 27:15</p>	<p>eligible 20:3</p> <p>else 20:25 29:3</p> <p>email 4:23 28:11</p> <p>emails 26:20</p> <p>embarrassing 28:22</p> <p>employed 19:16</p> <p>employees 11:20 11:22 17:5 19:23 22:6 22:8 23:4 23:15 23:22</p> <p>employment 13:11</p> <p>empty 10:19</p> <p>engineer 6:7</p> <p>enjoy 29:11</p> <p>enjoys 27:9</p> <p>ensure 24:18</p> <p>enter 12:21</p> <p>enthusiasm 27:11</p> <p>entire 11:11</p> <p>entrepreneuri al 22:4</p> <p>equipment 21:18</p> <p>especially 17:21 21:10 23:8 25:20</p>	<p>essential 22:22</p> <p>established 8:3</p> <p>estate 21:19</p> <p>estimate 27:24</p> <p>everybody 12:19 19:2</p> <p>everybody's 23:2</p> <p>everyone 27:9 29:19</p> <p>everything 10:6 13:11 14:11 17:7 21:4</p> <p>everything's 23:1</p> <p>exactly 7:5 13:2 14:16</p> <p>example 12:20 20:6 23:5 26:4</p> <p>exceptional 5:16</p> <p>excited 10:7</p> <p>existing 9:14 18:21</p> <p>expand 26:16</p> <p>expanding 9:14 25:21</p> <p>expansion 4:10 12:10 21:22 26:1</p>	<p>experts 5:5</p> <p>explain 27:14</p> <p>extra 11:5</p> <p>extremely 28:5</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>face 17:6 17:6</p> <p>facilitate 27:8</p> <p>facilitating 6:18</p> <p>facilitator 17:17</p> <p>facilities 20:9 20:18 20:18</p> <p>factor 14:1</p> <p>familiar 8:16 13:16</p> <p>February 29:24</p> <p>feedback 4:25</p> <p>feeding 26:7</p> <p>feel 4:17</p> <p>field 6:21</p> <p>fifty 9:24 9:25 13:12 23:23</p> <p>figure 18:10 28:19</p> <p>figures 16:17</p> <p>fill 10:19 11:3 25:14</p>
--	--	---	---



film 6:8	5:21 5:24	gathering	27:23
final 28:13	6:1 6:3 6:6	12:7	29:9 29:25
finally 15:22	6:9 6:15	geared 22:3	grew 10:21
23:2	27:1 28:9	general	group 6:11
finding 14:23	28:13 29:10	13:7 17:24	6:24
16:12	frankly 28:21	generalized	24:21 29:11
first 4:6	free 4:17	15:8	grow 9:8
6:10 7:15	frequently	generate	growing
13:3	16:2	25:12	7:12 10:8
18:18	friends	generating	grown 9:8
21:4 25:3	6:20	27:21	guys 7:23
fit 13:4	14:19 25:1	getting 12:11	12:5
five 22:9	front 19:15	20:25	<hr/>
23:21 24:15	27:8 27:12	27:8	H
flow 12:4	full 9:2	27:12 29:10	<hr/>
16:18	18:14 18:24	given 20:1	half 21:6
focus 25:7	19:24	gives 19:24	23:16
focused 24:21	full-time 6:3	glad 6:24	Hampton 10:18
folks 11:12	22:9	11:1	11:5
15:13 21:10	22:10 23:14	global 6:14	hand 27:17
25:14	23:21	glory 24:11	happened 24:4
food 23:8	function	goals 5:10	happens
force 12:6	27:21	25:11	12:1 27:12
12:18 12:21	fund 21:25	golden 21:5	happy 10:22
19:12 28:3	22:2	governor	11:12 26:13
former 5:14	funding 15:16	11:10	26:13 29:3
24:10	15:21 15:21	governor's	hard 12:16
formula 28:24	19:2 19:3	12:2	13:22
28:25	funds 22:18	grant 15:14	hardest 16:21
formulating	24:24 26:7	15:15 15:17	Hartman 11:4
15:6	future 5:1	15:21 21:25	having 5:25
forward	6:13 29:14	22:2 26:11	15:7 22:7
7:10 12:1	FY 9:20	great 8:24	headquarters
24:2	<hr/>	9:17 11:7	20:7 20:8
Frank 5:15	G	11:12 17:18	heads 15:6
5:17 5:19	gala 7:19	23:4 23:5	hear 27:13
	gaps 20:6		



<p>29:5 heard 6:22 heart 10:22 heavily 14:8 held 5:4 help 5:1 14:15 15:19 16:17 22:17 24:9 25:10 25:11 29:15 helped 6:9 helpful 29:16 helping 17:12 helps 12:24 15:9 21:17 Here's 11:11 12:3 21:2 high 28:22 hire 14:24 16:15 18:18 21:10 25:4 hired 16:16 16:23 hires 19:15 20:19 hiring 16:4 25:11 28:24 historically 10:6 history 5:20 7:1 8:9 hit 8:22</p>	<p>home 5:13 hone 16:17 honest 19:22 hope 29:13 29:23 hopefully 11:3 hour 4:9 21:12 28:2 28:12 hourly 21:7 housed 5:13 housekeeping 4:15 huge 10:5 hundred 9:24 9:24 9:25 22:12 <hr/> I <hr/> I'd 11:9 26:22 29:4 idea 11:18 I'll 13:15 15:11 I'm 4:9 4:10 8:15 9:3 10:22 11:1 important 5:6 17:8 17:10 18:9 18:24 19:1 21:14 23:12 23:23</p>	<p>improve 5:1 7:8 improvement 24:22 incentive 6:2 7:14 12:14 12:20 12:23 15:6 15:16 15:20 15:21 19:3 26:11 27:4 28:4 28:11 inch 25:3 increased 24:10 indirect 21:1 indirectly 20:22 industrial 7:12 7:21 17:25 18:1 industry 13:5 16:4 23:8 info 12:6 information 12:22 14:12 informed 5:8 initiate 27:5 input 7:9 intact 24:18 integrating 23:1 interesting 22:13</p>	<p>28:1 29:12 introduce 27:3 investment 4:7 5:12 5:24 8:15 14:7 15:24 19:25 21:13 21:15 21:16 21:17 22:12 23:16 23:18 23:22 investments 10:1 investment's 15:1 invitations 12:7 invites 15:17 involved 13:8 14:5 17:12 18:23 issuing 12:16 item 22:14 <hr/> J <hr/> JANUARY 4:2 Jefferson 8:8 8:14 jeopardy 7:14 jing 10:2 JLAR 17:21 job 18:3 27:9 jobs 4:7 5:11 5:24 8:15 9:14 9:22 10:3</p>
--	--	--	---



13:12	12:24	28:4 28:11	25:24
14:6	lawyer 25:5	letters 12:14	27:1
14:17	layoffs 14:3	12:16	27:23 27:23
15:5 21:2	Lea 10:14	levels	28:13 29:8
21:4 21:8	lead 6:11	24:10 24:10	long-term
21:24 21:25	leading 5:23	lifelong 6:3	25:15
22:2 22:9	leads 12:8	limited 11:19	lost 22:14
22:10 23:20	12:11	limits	lot 10:2
25:14	lean 14:8	25:24 26:8	13:25 14:18
join 6:14	learn 29:13	line 22:14	15:13 16:19
29:24	learned 24:20	23:6	17:3 17:4
joining 4:5	learning	list 11:11	17:13 17:14
July 5:12	29:12	12:13	17:17 17:17
8:25	least 13:17	little 6:25	20:18 21:10
justify 22:24	19:16 21:11	7:16 8:20	21:14
<hr/>	21:13	11:17	22:3
K	22:9	13:8	25:19 27:11
Katherine	22:12 23:14	13:15	29:14
11:4	23:21	14:4	lots 11:5
kinds 20:12	24:7	14:14 16:12	14:3 24:3
knew 7:23	25:18 28:11	16:17 18:16	love 6:23
knowledge 5:6	leave 7:3	24:1 24:8	29:4
<hr/>	Leesburg	28:21	loves 19:2
L	10:25	live 13:23	Lynchburg
land 10:6	legislation	lived 6:4	10:15
large 20:9	13:18	living 18:7	<hr/>
20:19 26:5	legislature	localities	M
last 13:17	9:1 21:5	12:17 21:18	machine 23:17
lately 16:23	legislatures	locality 12:8	machines 23:3
later 7:16	19:20	location	main 8:7 8:16
13:15	less 22:6	21:22	20:7
lathe 18:1	22:8 28:2	locations 8:6	mainstay 21:3
lathes 23:3	let's 9:7	Lofty 10:14	maker 6:8
laundry 11:11	letter 12:24	long 4:11	20:24
Lauren 4:9		6:18 6:22	manager
6:17 7:14		8:6 21:9	5:22 5:25
			6:1 6:8
			9:10



15:23 19:2 29:2 managers 9:18 11:7 16:19 17:3 17:3 24:7 24:15 managing 5:16 manufacturers 20:4 manufacturing 14:6 21:8 marketing 6:2 match 14:18 matter 5:5 may 8:6 8:17 20:24 21:14 maybe 7:19 McDonalds 21:11 mean 12:23 25:1 means 22:20 meet 17:6 25:11 meeting 6:13 14:22 16:20 meetings 24:3 Melvin 10:12 members 7:5 mention 11:9 11:15 mighty 11:1	milling 23:3 million 10:1 10:4 11:21 11:23 21:13 23:16 minimum 21:3 21:6 21:7 23:15 minute 4:24 13:2 minutes 29:19 miss 11:1 mission 5:9 mix 10:4 model 11:17 12:4 moderate 4:13 mom 13:22 money 14:9 16:9 16:22 19:25 20:15 21:17 22:19 monies 19:15 moniker 8:19 month 18:15 29:24 months 18:24 19:18 20:1 25:18 25:18 mostly 14:5 mountains 20:11 move 8:13 24:6	moved 7:21 8:4 8:7 8:12 9:1 24:2 moving 22:17 24:1 multiple 20:8 multiplier 13:9 muted 4:15 myself 9:2 <hr/> N <hr/> necessary 22:16 neck 10:18 net 9:21 10:3 21:3 22:9 Norfolk 6:5 North 13:23 northern 10:17 10:18 10:23 nothing 14:22 nutshell 16:18 <hr/> O <hr/> objective 5:7 occurs 27:11 offer 18:11 28:14 offered 28:18 office 9:4 20:14 20:16 okay 9:21	15:22 20:3 21:1 26:9 27:1 28:13 29:9 old 23:2 24:6 oldest 6:2 7:13 7:15 open 26:23 operated 8:5 8:8 organization 8:12 organizations 8:19 17:14 29:15 original 17:25 others 14:10 otherwise 22:5 ours 15:1 outlined 28:6 outside 13:13 20:16 overspend 16:6 owe 16:22 <hr/> P <hr/> p.m 4:3 29:25 30:1 page 25:3 paid 19:25 20:25 23:15 panel 4:16 29:4
---	---	--	--



paper 24:23 25:6	physical 16:8 22:14	22:19	6:12
parameters 13:4 27:13 28:6	physically 8:13 28:19	potential 9:19 10:2 10:3	profit 20:4
Parsons 10:24	pieces 24:23 25:6	pre-qualify 14:20	program 4:8 4:8 5:12
participate 25:4 26:12 26:13	pipelines 25:12	present 14:11 19:13	5:12 5:17 5:18 5:24 5:25 6:10 7:1 7:8 8:14 8:15 8:22 8:24 9:1 15:13
partners 11:8 12:9 12:15	places 9:20	presentation 18:19 27:10	15:20 15:22 18:16 18:20 19:1
Partnership 5:23 8:2	plan 5:1	presentations 12:8 19:13	19:14 19:20 20:5 21:2 21:24 22:1
Partnership's 4:6	planning 10:19	pretty 13:16 14:5 23:18 28:23	22:11 24:19 24:20 25:23 25:23 26:11 27:14 28:8 28:14
past 22:14	plans 7:18	Previously 5:13	
path 6:7	plant 17:3	primarily 19:22	
pay 16:23 19:14 22:11 23:22	Plaza 9:5	primary 6:8	programs 9:14 9:15 9:16 9:17 18:15
paying 16:2 21:8	please 4:17 4:24 6:14 12:24 15:19 29:19	printed 28:11	
pendings 9:12	pleased 11:6	probably 18:8 28:2	project 6:1 6:8 9:10 9:18 10:24 11:7 11:15 12:5 13:4 14:11 14:13 15:23 16:15 16:19 19:3 24:7 24:15 25:4 26:2 27:7 27:22 29:2
Pennsylvania 10:21	pleasure 6:17 6:19 29:10	process 16:12 18:7 22:22 23:11	
people 11:16 14:24 16:3 18:6 18:12 19:11 29:15	pop 13:22	product 23:6 23:6	
percent 13:12 19:5 20:21	pops 23:9	production 22:22	
percentage 16:10	popular 24:12	products 20:12 22:23 23:9 24:1 26:6	
performance 19:14	portion 12:5 21:15 21:25 25:23	professionals	
	possible 27:4 29:16		
	possibly 25:7		
	posted 4:21 29:22		
	pot 22:15		



projected 16:8	21:20	21:14	20:13
projections 16:3 18:25	qualification s 23:13	really 6:25 7:3 11:9	regions 10:10
projects 9:9 9:11 9:13 9:19 9:21 9:22 10:3 11:5 11:13 13:1 13:10 13:15 13:20 15:25 16:9 16:11 16:14 25:9 25:10	qualified 22:7	11:9 14:8 14:21 15:2 15:4 15:8 15:9 16:25 18:17	reimbursement 20:2
proper 14:12	qualifies 20:17	21:14 24:5 27:14 27:19 27:20 28:25 29:11	reimbursement s 16:22
proposal 27:25 28:4	qualify 14:25 20:18 22:4	reason 8:17 21:21	Reimbursement 's 19:15
proposals 12:22	qualifying 13:1 15:18	receive 4:23 29:20	reinstate 24:11
proud 6:11	quantified 13:19	recent 8:9	reinstated 24:10
provide 5:17 7:18 17:4 17:23 24:14 28:23 29:2	quarter 19:24	recently 15:12 25:1	relay 26:19
provider 17:22	question 4:13 4:16 4:17 7:14 27:23 28:14	record 5:16	rely 15:2
providers 18:4 18:5 19:10	questions 4:18 4:19 4:23 7:4 26:19 26:23 26:24 27:2	recorded 4:20 29:21	remain 24:18
providing 22:18	quip 6:6	recording 4:21	remember 8:7 8:17 15:20 28:2
public 13:7	quite 28:20	recruiting 19:4	remiss 11:9
<hr/> Q <hr/>	<hr/> R <hr/>	record 5:16	report 19:6
qualification	R&D 20:17 20:18	recorded 4:20 29:21	represents 9:23
	ramping 25:21	recording 4:21	requests 12:14 24:13
	rapidly 28:5	recruiting 19:4	required 13:18 26:12
	ready 25:19	recruitment 17:9	requirement 21:15
	real 6:17 6:19 21:19 22:24	region 6:9 10:12 10:15 10:16 10:23 11:4 14:2 14:9 24:8	requirements 28:7
	realize 5:9	Regional 20:9	research 12:20 14:14 14:15
			resident 6:3



resources 5:7 17:16 18:8 25:13	19:19 roll 17:11	23:8 23:11 24:6	skills 22:20
respond 4:24	room 9:4 18:12	24:14 28:18 29:2	sleeves 17:11
result 24:23	round 9:6	services	small 8:11 9:15 12:12 13:21 21:24 21:25 22:2 22:3 22:5 22:7 22:8 23:19 23:19 23:24
results 25:8	_____	8:4 8:18	somewhere
retail 13:6 13:11	_____ S _____	17:4 22:23 24:12 28:15 28:16 28:22	9:11 20:25
retrain 23:4 23:21	sales 12:6 12:18 12:20 28:3	setting 6:19	sooner 28:12
retraining 9:16 19:16 22:13 22:15 22:16 22:18 22:19 22:20 23:13 23:14 23:19 25:22 26:2	saw 8:9	seven 14:24	sort 9:8 11:17 12:4 15:17 16:18 17:9 20:14 20:23 22:2 24:4
return 14:7 15:24 19:24 21:16	school 23:3	several 26:17	sounds 20:22
revenue 13:12 20:21	scientists 20:20	share 5:6 14:13	South 6:5
reverted 18:4	screen 17:13	shared 20:13	southern 6:9 10:20
Richmond 6:4 26:5	screening 28:16	Sheffler 4:11 29:18	southwest 10:14
ring 25:3	second 6:2 7:13	shelf 17:23	spanking 10:24
Riverfront 9:5	secondly 13:17	shipping 20:24	speaker 5:15
road 8:23	secretary 11:11	shop 13:23 13:24	specific 15:8 22:24 26:12
Roads 10:18 11:6	sector 13:5	short 7:1 29:20	spend 19:6
Roanoke 6:5 10:13	sectors 20:3	shortly 10:20	spends 19:6
robin 9:6	secure 27:24	shrinking 11:24	spent 16:10 17:20
ROI 19:17	seemed 28:21	simple 25:6 27:14	
	send 4:17 26:20 28:10	simply 13:7	
	sending 26:18	sit 26:2 26:3	
	senior 5:22	sitting 9:3	
	serves 5:22	six 9:25 9:25 10:10	
	service 9:18 17:24 20:13		



spiral 25:3	14:10	21:9	21:19
Square 8:8	stick 19:23	suggestions	team 11:2
staff 11:19	STICKLER 28:1	7:4	technology
24:16	28:17	super 12:6	22:21
staffing 24:9	stops 17:15	Supplier 8:11	23:1 23:5
Stafford	story 6:21	support	23:25 25:22
10:17	14:23 27:10	4:10 20:14	television
stand 7:2	27:13	supported	6:7
26:23	straightforwa	24:2	ten 23:14
standing 4:11	rd 14:6	supportive	Texas 20:17
start 15:6	strategizing	11:10	25:2
18:17 26:18	7:7	sure 8:15	thank 6:16
27:17	strategy 5:3	11:1	6:16 6:18
started	stressed	15:14	29:10 29:14
5:25 6:11	15:12	17:2	29:23
6:23 9:3	stretches	19:22 22:25	Thanks 4:4
9:5 27:15	10:15	25:9	27:1 29:25
starting	Strickler	survey 4:23	there's
10:12	5:15 5:22	4:24 29:20	11:5
state 7:20	6:15 6:16	system 7:13	12:12
8:19 9:13	27:6		13:7 13:9
9:16	stuff 18:25	T	14:2 14:3
10:10 13:13	20:20 26:6	tab 12:20	14:4
19:7	Stuhldreher	table 11:13	14:21 15:18
19:25 20:10	4:4 4:9	18:10 26:14	17:18 18:22
20:13 20:16	29:6 29:9	talented 6:12	26:17
20:21 21:23	subject 5:5	talk 6:20	they'd 17:1
22:17 24:24	22:13	6:24 6:25	they'll 11:1
24:25 25:14	subjective	9:7 13:15	they're 12:21
29:13	14:1 28:8	15:3	12:22 13:24
state's 6:2	submitted	15:13 15:19	14:23 14:24
21:16	4:18	24:3	16:3
stationary	substantially	talked 25:1	16:15 21:10
8:23	23:11	tax 21:18	23:8
stayed 8:13	success 25:16	taxable 19:9	23:17 25:20
step 23:24	successful	taxes 21:19	29:13
stewards			third 4:1 4:6
			5:2 6:7



<p>thousand 9:24 9:25 22:12 23:23</p> <p>thresholds 13:14</p> <p>thrill 18:19</p> <p>thrive 9:9</p> <p>throughout 9:16</p> <p>thumb 27:16</p> <p>Tidewater 11:4</p> <p>today 4:7 4:11 5:15 6:17 6:25 9:7 9:12 10:23 11:18 26:24 29:23</p> <p>today's 4:13 4:20 5:11</p> <p>tools 21:18 21:18</p> <p>topic 5:11</p> <p>topics 5:5 5:19</p> <p>to's 19:12</p> <p>total 9:11</p> <p>touch 28:10</p> <p>touching 13:7</p> <p>tough 17:5</p> <p>track 5:16</p> <p>traditionally 28:18</p> <p>trainer 28:15</p>	<p>trainers 17:20</p> <p>training 7:12 7:21 15:8 17:19 17:22 18:1 18:1 18:4 18:5 18:6 19:4 19:10 25:13 28:15</p> <p>Tre 10:14</p> <p>tried 25:6</p> <p>try 15:19</p> <p>trying 7:7 17:21 18:20</p> <p>turn 28:5 28:12</p> <p>type 20:14</p> <p>typically 18:14 19:5</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>understand 12:6 24:15</p> <p>undertake 25:9</p> <p>unheard 24:24</p> <p>unique 11:14</p> <p>unless 12:16</p> <p>update 4:8 5:12</p> <p>updates 5:17 18:25</p> <p>upgrade 23:7</p> <p>upgrading 22:20</p>	<p>users 12:6</p> <p>usually 13:8</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vaallies. org 4:22 29:22</p> <p>vacancy 11:3</p> <p>vacant 10:19</p> <p>Valley 10:12</p> <p>valuable 17:16</p> <p>value 7:9</p> <p>values 24:18</p> <p>various 9:20</p> <p>VDP 4:10 5:13 6:10 9:1 12:9 12:19 24:3</p> <p>VDP's 5:3</p> <p>verbally 26:19</p> <p>verbiage 22:25</p> <p>veteran 5:24</p> <p>via 27:15 28:11</p> <p>viable 22:17 25:10</p> <p>video 5:25 24:13</p> <p>Virginia 4:5 4:7 4:12 4:21 5:11 5:14 5:22 5:23</p>	<p>6:6 6:9 7:20 8:1 8:2 8:15 9:1 9:13 10:14 10:17 10:20 10:23 11:15 13:19 18:22 26:15 26:16 29:22</p> <p>vision 24:1</p> <p>vis-vis 20:16</p> <p>VJIP 5:13 5:13 5:16 5:18 5:18 5:20 5:25 6:10 6:12 6:18 6:22 7:1 7:6 7:11 7:20 9:1 9:8 11:19 11:21 12:4 15:3 15:14 15:19 18:15 21:3 22:5 24:4 26:21 26:22 27:3 27:22 27:24 28:14 29:11</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wage 21:6 21:7</p> <p>wait 19:21</p> <p>walk 25:19</p> <p>Wal-Mart 21:11</p> <p>wasn't</p>
---	--	---	---



<p>28:25 28:25</p> <p>waste 14:25</p> <p>ways 7:8</p> <p>26:17</p> <p>webinar 4:1</p> <p>4:6 4:8</p> <p>4:14 4:20</p> <p>4:20 4:22</p> <p>29:15 29:16</p> <p>29:20 29:21</p> <p>29:23 29:24</p> <p>30:1</p> <p>webinars</p> <p>5:2 5:2 5:3</p> <p>website</p> <p>4:22 29:22</p> <p>we'd 26:16</p> <p>Wednesday 4:1</p> <p>4:2 4:6 5:2</p> <p>welcoming</p> <p>6:15</p> <p>we'll 4:7</p> <p>7:10 7:15</p> <p>7:16 11:2</p> <p>15:3</p> <p>21:21 26:23</p> <p>we're 6:23</p> <p>7:2 9:6</p> <p>9:18 10:9</p> <p>11:6</p> <p>11:12 11:22</p> <p>11:23 11:24</p> <p>12:1</p> <p>12:11 12:15</p> <p>12:16 14:12</p> <p>15:7</p> <p>15:14 15:23</p> <p>15:23 16:12</p> <p>17:5</p>	<p>17:20 18:20</p> <p>25:17 26:10</p> <p>26:11</p> <p>27:2</p> <p>27:18 29:3</p> <p>we've 5:20</p> <p>9:8 11:8</p> <p>15:12 17:16</p> <p>17:20</p> <p>20:6</p> <p>21:20</p> <p>22:2 24:2</p> <p>24:3 25:6</p> <p>26:11</p> <p>28:9 28:9</p> <p>whatever</p> <p>26:24</p> <p>whenever</p> <p>15:19 25:11</p> <p>WHEREUPON</p> <p>30:1</p> <p>whether</p> <p>14:2 14:3</p> <p>15:7 28:23</p> <p>who's 10:11</p> <p>11:10</p> <p>work 11:7</p> <p>11:12</p> <p>12:4</p> <p>16:18</p> <p>18:9</p> <p>18:14 19:11</p> <p>20:17 21:11</p> <p>worker 22:20</p> <p>workforce</p> <p>6:13 8:4</p> <p>8:17</p> <p>working 9:19</p>	<p>11:21</p> <p>27:2 29:11</p> <p>works 13:3</p> <p>13:25</p> <p>workshops</p> <p>17:23</p> <p>worse 14:22</p> <p>worth 24:22</p> <p>write 4:16</p> <p>writes 19:7</p> <hr/> <p>Y</p> <hr/> <p>you'll</p> <p>20:11 27:11</p>
--	--	---

