



# BLUEPRINT VIRGINIA 2025

A BUSINESS PLAN FOR THE COMMONWEALTH



**VIRGINIA** →  
**CHAMBER**

THE VOICE of BUSINESS

## DEAR BUSINESS AND PUBLIC POLICY LEADERS:

DECEMBER 1, 2017

Virginia has long been blessed by a strong economy with regular recognition as the best state for business. While we have much to be thankful for, Virginia has lost its top spot in national business climate rankings in recent years. There are also areas of the Commonwealth that are not enjoying the level of prosperity experienced by others due to continued economic headwinds. We must remain committed to our efforts to foster an economic climate in Virginia that promotes business investment and growth, and positions us, once again, as the best state for business.

We are pleased to share with you *Blueprint Virginia 2025*, an update to the original *Blueprint Virginia* that was adopted in 2013. Blueprint Virginia is a comprehensive initiative that provides business leadership, direction, and long-range economic planning for Virginia. During the past 12 months, we engaged business and community leaders from around the Commonwealth to build an action plan for strengthening Virginia's economic competitiveness and getting Virginia back to the top of business climate rankings. More than 6,000 leaders participated in this process through an electronic survey, regional briefings, strategic partnerships, Industry Council meetings, and the Virginia Chamber's signature annual events.

We would like to express our deep gratitude to the many organizations and individuals who contributed their leadership, insight, and support to *Blueprint Virginia 2025*. It has been our honor to provide leadership in developing this action plan. We look forward to working with public policy leaders to implement the goals and recommendations outlined here. Working together, we can help elevate prosperity in every part of the Commonwealth and make Virginia the best state for business once again.



A handwritten signature in black ink that reads "Robert M. Blue".

**ROBERT M. BLUE**

*Executive Vice President  
and President and CEO,  
Power Delivery Group  
Dominion Energy*

*Chair  
Blueprint Virginia 2025*



A handwritten signature in black ink that reads "Jennifer Boykin".

**JENNIFER BOYKIN**

*Executive Vice President  
Huntington Ingalls  
Industries, Inc.*

*President  
Newport News  
Shipbuilding*

*Vice Chair  
Blueprint Virginia 2025*



A handwritten signature in black ink that reads "Barry E. Duval".

**BARRY DUVAL**

*President and CEO  
Virginia Chamber  
of Commerce*

# BLUEPRINT VIRGINIA 2025: THE PROCESS

## WHAT IS BLUEPRINT VIRGINIA 2025?

*Blueprint Virginia 2025* is a plan of action to ensure the Commonwealth strengthens and secures its position as a leader in the global economy and is the best state in the nation for business.

It is the result of a consensus-building process among a diverse set of business and public policy leaders led by the Virginia Chamber of Commerce in 2017.

## HOW DID PARTICIPANTS CONTRIBUTE TO THE PLAN?

Regional briefings, coupled with Industry Council meetings, strategic partnerships, surveys, and signature events, offered a broad range of recommendations for *Blueprint Virginia 2025*.



# A TRACK RECORD OF SUCCESS: BLUEPRINT VIRGINIA

*Blueprint Virginia* has served as a guide for the Virginia Chamber of Commerce's portfolio of work since 2013, including its legislative agenda and annual Legislative Report Card. *Blueprint Virginia 2025* will continue to guide the Chamber's work over the next eight years.

## BY THE NUMBERS



# 375

PRO-BUSINESS  
BILLS PASSED



# 144

ANTI-BUSINESS  
BILLS DEFEATED



# \$10B

POSITIVE EFFECT ON  
VIRGINIA'S ECONOMY



### STRATEGIC PARTNERSHIPS

CHAMBERS OF COMMERCE  
INDUSTRY ASSOCIATIONS  
ECONOMIC DEVELOPMENT ORGANIZATIONS  
ENERGY AND ENVIRONMENTAL  
COMMUNITIES  
VIRGINIA VALUES VETERANS (V3)

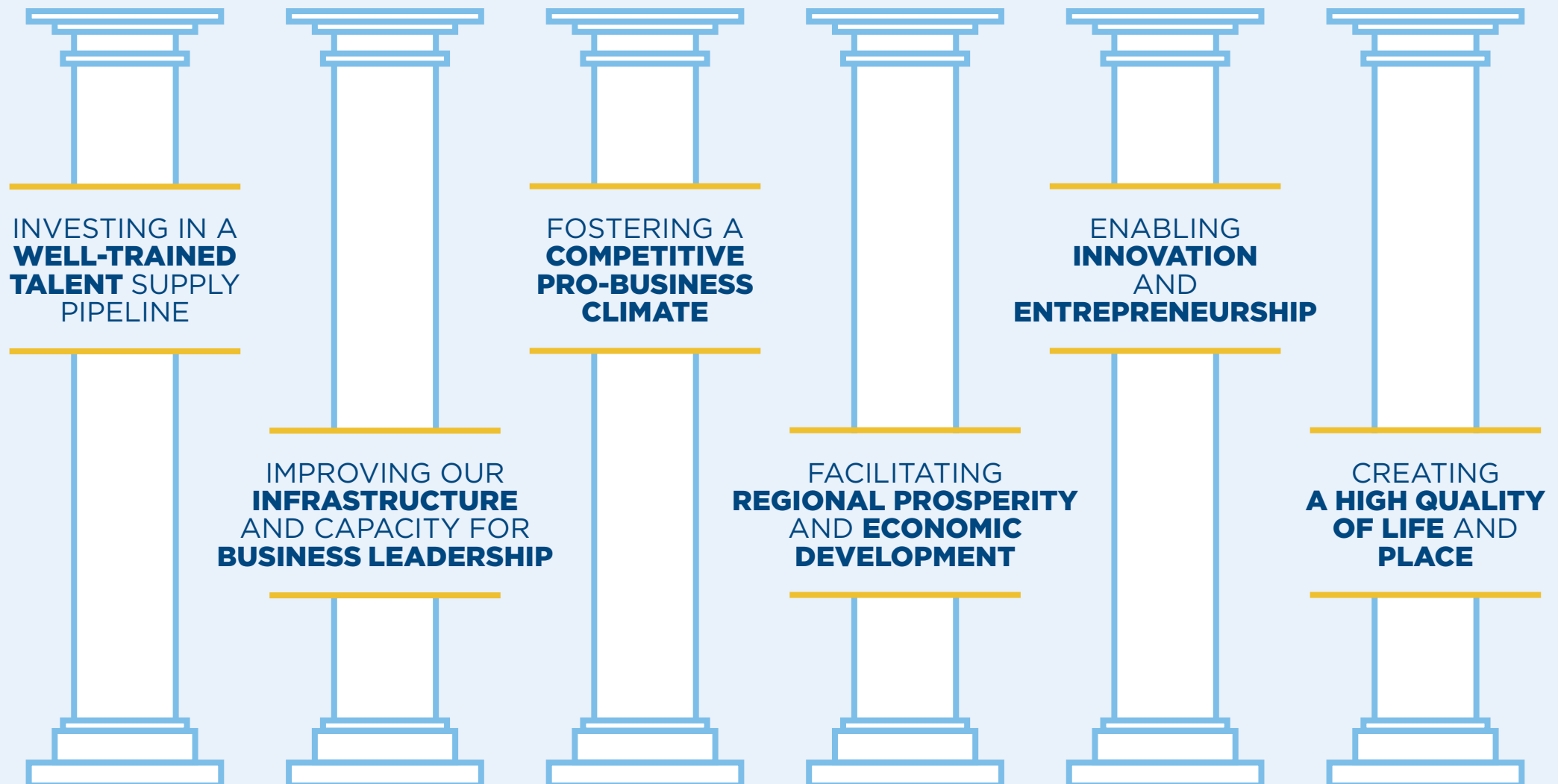


### KEY RESOURCES AND LEGISLATION

ECONOMIC DASHBOARD  
LEGAL AND REGULATORY REFORM INSTITUTE  
INTERNATIONAL TRADE STUDY  
VIRGINIA BUSINESS ONE STOP PORTAL  
NEW VIRGINIA ECONOMY WORKFORCE  
CREDENTIAL GRANT PROGRAM  
MULTI-MODAL TRANSPORTATION REFORM  
GO VIRGINIA

# SIX PILLARS OF GROWING ECONOMIES

These six pillars are a critical foundation for economic competitiveness and business growth in any economy and provide a stable foundation for *Blueprint Virginia 2025*.



# BLUEPRINT VIRGINIA 2025

## KEY PRIORITIES

*Blueprint Virginia* 2025's key priorities provide a focal point for the Chamber's work over the next eight years.



### BUILDING A TALENT SUPPLY PIPELINE



### FOCUSING ON BUSINESS CLIMATE



### ENCOURAGING PROSPERITY FOR ALL REGIONS



The availability of a well-trained and educated workforce remains the top concern for Virginia's business community, and with good reason.

Companies need people with the right skills to help them grow, thrive, and prosper.

Over the next eight years, Virginia can build its supply of talent through a deliberate

focus on creating closer connections to

the business community and jobs throughout its education system.

These connection points include work-based learning experiences, the development of career exploration tools, and business involvement in the design of education and training programs.

#### QUICK FACT:

Virginia ranks 7th in the nation for its workforce programs, but lower than peers like Georgia and Louisiana with best-in-class business-focused workforce programs.



Virginia has traditionally benefited from its reputation as the best state for business, and historically topped national rankings of business climate. In recent years, Virginia has fallen in these rankings. Legal and tax reforms, a focus on target industry sectors, a customized workforce development program, a few transformational economic development

projects, and a marketing campaign for economic development opportunities

can help reposition the

Commonwealth as the best state

to do business once again.

#### QUICK FACT:

Since 2010, Virginia's average in national rankings of business climate has dropped about seven spots.



Likewise, Virginia has long been challenged by uneven economic outcomes across the state, which can affect our position in business climate rankings. However, since 2011, although gains have

been modest, job growth has started

to occur in most regions. GO Virginia

and a revitalized approach to economic development can help Virginia accelerate

and continue this trend in all its regions.

#### QUICK FACT:

Northern Virginia created most of Virginia's jobs between 2006 and 2011.



Reliable, connected, and low-cost infrastructure, such as electricity, water, transportation, and broadband, enable prosperity and growth. Companies experience declines in productivity if they cannot move people and goods throughout the state and employees cannot get to work on time.





## INVESTING IN INFRASTRUCTURE ASSETS

Virginia needs to strengthen its robust transportation network of rail, surface, water, and air assets and ease congestion on its highways. Internet connectivity is an increasingly important aspect of business operations and workforce training. To reach its full economic potential, it is critical that the Commonwealth connect its unserved areas to broadband through public-private partnerships. Concurrently, increasing access to the internet and the electrification of the transportation system will put new demands on our energy system and require Virginia to modernize its energy grid to handle these needs while maintaining competitive rates.



Innovation and entrepreneurship can foster economic growth and wealth through the creation of new ideas, products, processes, and companies. Research and technology are key enablers of innovation. Virginia, through the Virginia Research and Investment Committee,



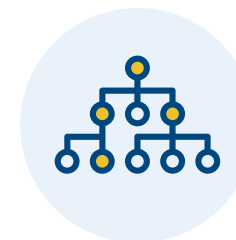
## SPURRING INNOVATION AND ENTREPRENEURSHIP

### QUICK FACT:

Virginia ranks 25<sup>th</sup> in the nation for its transportation infrastructure.

### QUICK FACT:

Among 25 large states, Virginia ranks 22<sup>nd</sup> for start-up activity, but 1<sup>st</sup> for entrepreneurial business growth.



## PROVIDING RELIABLE DATA FOR DECISION MAKING

can foster innovation through strategic research investments at its institutions of higher education while continuing to attract complementary research funding from federal and private-sector partners. Virginia can also strengthen its ecosystem for new company formation by continuing to enhance tools that foster entrepreneurship, including tax policies, intellectual property transfer agreements, business incubators, and financing tools.



To realize each of these priorities, Virginia needs to execute a strategy that ensures the state has objective, reliable data for decision-making. Reliable data will help all stakeholders involved measure success over the next eight years on trended, comparative metrics in each of these areas.

The key priorities discussed briefly here are described in greater detail through various statewide and regional plans, including the nine GO Virginia Economic Growth and Diversification Plans; an economic growth strategy and strategic planning process recently completed by the Virginia Economic Development Partnership; and a study on how the Port of Virginia can enable growth throughout the state.

# BLUEPRINT VIRGINIA 2025 RECOMMENDATIONS





# GETTING VIRGINIA BACK TO NO. 1

## ABOUT THE RECOMMENDATIONS

Our *Blueprint Virginia 2025* Industry Council recommendations are a plan of action to ensure the Commonwealth strengthens and secures its position as a leader in the global economy and is the best state in the nation for business.

## HOW WILL THEY BE IMPLEMENTED?

Across the state there is momentum to accomplish significant work to improve Virginia's ability to compete. The business community is energized and aligned to work with public policy leaders and all stakeholders to make these ideas a reality. Our *Blueprint Virginia 2025* Industry Councils will drive action plans and monitor progress on initiatives and activities related to these recommendations.

**NOTE:** Several recommendations are included in multiple reports. Recommendations highlighted in blue are related to *Blueprint Virginia 2025*'s key priorities.

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# WORKFORCE AND EDUCATION

## BUILDING A STRONG FOUNDATION FROM THE BEGINNING THROUGH EARLY CHILDHOOD EDUCATION

### PREPARING ALL VIRGINIANS FOR ALL JOBS

### IDENTIFYING DEMAND AND SUPPORTING TRANSPARENT OUTCOMES

## SYSTEM IMPROVEMENTS ACROSS THE PIPELINE

(SYSTEMWIDE COORDINATION, K-12 EDUCATION, POSTSECONDARY EDUCATION, VIRGINIA'S WORKFORCE PROGRAMS)

### HOUSING OUR TALENT

It is not surprising that talent development ranked higher than other factors for economic growth in our survey. Businesses need people with the right skills to help them grow, thrive, and prosper. They have invested billions in employee training and development programs with the belief that talent is a critical factor to their overall productivity.

Still, Virginia's business community remains concerned about the availability of a well-trained, qualified workforce. When they cannot fill open jobs, they are less productive, hurting not only their bottom line but the state's overall potential for economic growth. Likewise, businesses need appropriate housing in the communities where they operate to attract and retain skilled talent.

The recommendations here offer a policy framework to ensure Virginia continues to have a strong and capable workforce.

#### CHAIR

**BILL ERMATINGER**

*Executive Vice President & Chief Human Resources Officer  
Huntington Ingalls Industries, Inc.*

## RECOMMENDATIONS

### BUILDING A STRONG FOUNDATION FROM THE BEGINNING THROUGH EARLY CHILDHOOD EDUCATION

- Improve access to affordable, high-quality early childhood education for Virginia's working families
- Encourage employer policies and strategies that support access to high-quality early learning for families
- Protect the early education workforce by ensuring access to affordable, competency-building credentials and exploring strategies that value and retain this talent pool
- Expand public-private partnerships and mixed delivery of the Virginia Preschool Initiative
- Establish an integrated early childhood data system to inform financing and policymaking decisions and promote accountability
- Create an integrated public-private financing model that promotes innovative, flexible, and collaborative approaches to high-quality early childhood services for at-risk children
- Explore performance-based financing policies that incentivize and sustain high-quality early childhood services as part of Virginia's quality improvement framework

### PREPARING ALL VIRGINIANS FOR ALL JOBS

#### ELEVATING POSTSECONDARY EDUCATIONAL ATTAINMENT

- Attract, retain, and expand high-need credentials and degrees that are linked to the needs of businesses and are crucial to the economy (e.g. computer science, engineering) through incentives and other tools



- Invest in the New Virginia Economy Workforce Credential Grant Program to expand production of high-demand credentials and build on the program to include market-driven approaches, the integration of stackable non-credit credentials into degree programs, and other enhancements as appropriate
- Support programs that increase employability, skills development, and educational attainment for adults, including veterans, displaced workers, and other unique populations
- Expand the Career Pathways concept to better connect K-12 schools, community colleges, and four-year higher education institutions; train students for careers; and address affordability concerns
- Continue to make reform-based investments to keep Virginia on track to become the best-educated state in the nation through its degree and credential goals, and recognize that some form of postsecondary education is required to fully participate in the economy
- Enable workforce solutions for Virginia's small- and medium-sized businesses that leverage the non-proprietary elements of training programs for larger companies in the same industry

### **CREATING CONNECTIONS TO JOBS AND BUSINESS**

- Develop a world-class, turnkey, customized workforce recruitment and training incentive program that is closely integrated with the Virginia Community College System and other education partners, as appropriate
- Build significant and meaningful partnerships between the business community, K-12 schools, and higher education to support the implementation of Virginia's high school redesign efforts (profile of

a high school graduate, new high school graduation requirements, and opportunities for students to participate in work-based learning experiences)

- Meaningful collaboration with the business community must include involvement in curriculum development and validation, as well as exploring opportunities for work-based learning experiences
- Scale-up best practices, such as the U.S. Chamber Foundation's talent pipeline management model and the K2M Innovation Challenge, for connecting education to business
- Enhance work-based learning opportunities, internships, and apprenticeships throughout the education system
- Ensure that students and teachers throughout the Commonwealth have access and exposure to the technologies needed to flourish in the 21<sup>st</sup> century workplace, including access to the internet
- Support programs that encourage mentorship and career exploration opportunities for all young people in STEM-related fields, particularly for underrepresented populations in those fields such as women and minorities
- Expand and enhance career and skills development throughout a student's educational experience through models that integrate career exploration into counseling, academic advising, and curriculum and develop tools and resources that support the easy exploration of careers



## DEVELOPING WELL-ROUNDED STUDENTS AND CITIZENS

- Encourage the development of skills such as critical thinking, creative thinking, communication, collaboration and citizenship throughout the education continuum
- Support models that identify and measure quality in higher education, including civic engagement and job preparedness
- Expand entrepreneurship and financial literacy education beginning in elementary school

## IDENTIFYING DEMAND AND SUPPORTING TRANSPARENT OUTCOMES

- Strengthen Virginia's labor market information infrastructure, including the Virginia Longitudinal Data System, to help job seekers understand in-demand skills through data tools that provide user-friendly information on skills gaps, available programs, job earnings of graduates, net cost, debt, and other important variables
- Expand opportunities for the business community to engage in validating Virginia's demand analyses for its education and workforce training programs, such as through industry sector partnerships
- Develop a solution that will allow Virginia's workforce and education community to understand how innovation and technology will transform workforce requirements and foster an environment that can quickly react to such needs
- Grow state and regional partnerships among early childhood education, K-12 schools, higher education institutions, and business to align resources and identify existing and future supply and demand for skills and jobs

## SYSTEM IMPROVEMENTS ACROSS THE PIPELINE

### SYSTEMWIDE COORDINATION

- Consolidate the coordination and operation of all state talent development programs under a single authority with a statewide vision for building Virginia's talent supply
- Develop a strategy for all participants in Virginia's education and workforce system to engage employers without duplicating efforts

### K-12 EDUCATION

- Support alternative and innovative models of education delivery with an appropriate incentive model and resources to help localities use them, including permitting the state to authorize charter schools, enhancing the use of virtual schools, and exploring other options for school choice
- Revise the Standards of Quality to more accurately include components needed for a quality education
- Support updating the Local Composite Index formula and provide the appropriate funding needed
- Support early state intervention, innovative solutions, and resources to assist challenged schools and provide an option for the state to operate challenged schools in partnership with local school boards
- Celebrate our current success in K-12 reform and accountability while recognizing the need for further improvement in how we evaluate schools and students



- Support rigorous academic standards, as well as other outcome measures (e.g. dropouts, student growth, closing the achievement gap and absenteeism) and hold schools accountable for results

- Work with school divisions, higher education institutions, and state policymakers to support building the best environment to recruit and retain teachers in order to address the critical teacher shortage crisis in Virginia through solutions such as flexible staffing, recruitment of retired and part-time teachers, affordable professional pathways, mentorship programs, and achieving and exceeding the national average teacher salary

- Continue to streamline the Standards of Learning process to reduce the number of tests and more accurately track student assessments
- Encourage the further development of regional approaches to delivering educational services, both academic and operational, including exploring the use of financial incentives

### **POSTSECONDARY EDUCATION**

- Continue to improve college affordability and access through strategic general fund investments, including those that are performance-based, while at the same time ensuring higher education institutions continue to find ways to keep tuition and fees low and offer a strong return on investment to students
- Support opportunities for students to leverage and earn early college credit, including improvements to Virginia's dual-enrollment system
- Improve the transfer process for community college students to four-year higher education institutions

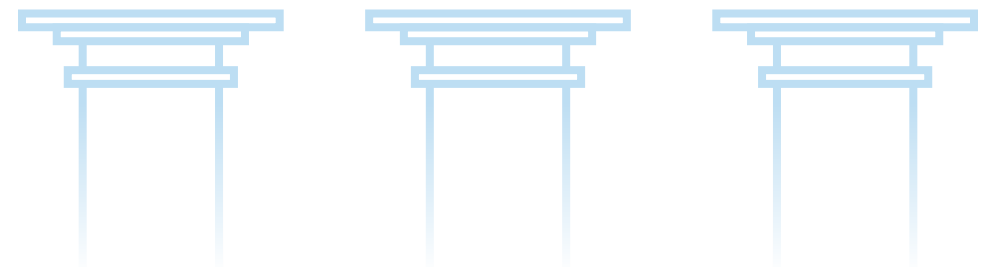
- Support the higher education initiatives from the Growth4VA campaign to make Virginia the top state for talent; become known as the home of innovators and entrepreneurs; prepare Virginians for great jobs and great lives; and provide affordable access for all Virginians

### **VIRGINIA'S WORKFORCE PROGRAMS**

- Support the Virginia Board of Workforce Development's recommendation to adopt a cohesive and recognizable brand for workforce services across the Commonwealth
- Support the development of strategic workforce priorities for investment from the Governor's Workforce Discretionary Funds
- Track performance toward common goals and metrics across Virginia's workforce programs

### **HOUSING OUR TALENT**

- Enact policies to support workforce housing, including addressing land use issues and constraints on the construction and housing industries
- Continue to support state incentives and programs that promote housing development and redevelopment efforts in our communities



# BUSINESS CLIMATE

PROSPERITY FOR ALL REGIONS

TARGETED INDUSTRY SECTORS

DATA AND ASSESSMENT FOR  
ECONOMIC GROWTH

LEGAL AND REGULATORY CLIMATE

MARKETING VIRGINIA FOR ECONOMIC  
DEVELOPMENT OPPORTUNITIES

FOSTERING INTERNATIONAL TRADE

COMPREHENSIVE TAX REFORM

INCENTIVES AND RECRUITMENT

ECONOMIC DEVELOPMENT SITES

STRENGTHENING RURAL VIRGINIA

SUPPORTING OUR SMALL BUSINESSES  
AND ENTREPRENEURS

IMPROVING THE ENVIRONMENT FOR  
GOVERNMENT EFFICIENCY

A WORLD-CLASS SUPPLY OF TALENT

Business climate summarizes the policies, assets, and quality of life within a state that enable businesses to produce goods and services, generate revenue, and make the state an attractive place for new business investment. Virginia has historically ranked high on external evaluations of its business climate, earning the state the reputation as the best place in the nation to do business. However, since 2010, the state has dropped about seven spots on these reviews. The cost of doing business, slow economic growth, and Virginia's image among CEOs are all tied to its decline on national business climate rankings, and expose some fundamental challenges that Virginia needs to address over the next several years.

The recommendations here offer a pathway for Virginia to get back to No. 1 and improve its overall approach to economic development.

## CO-CHAIR

DR. JERRY GORDON  
*President & CEO*  
Fairfax County Economic  
Development Authority

## CO-CHAIR

CHRIS LLOYD  
*Senior Vice President & Director,*  
*Infrastructure & Economic Development*  
McGuireWoods Consulting

# RECOMMENDATIONS

## PROSPERITY FOR ALL REGIONS

- Continue to address key elements of statewide economic competitiveness, support the full implementation and continuation of GO Virginia, and endorse the concept of mega-regions

## TARGETED INDUSTRY SECTORS

### OPPORTUNITIES FOR VIRGINIA

- Grow Virginia's target industry sectors, including information technology (e.g. data centers, emerging technology, cybersecurity, data science, machine learning), transportation and logistics, high growth manufacturing, and business services and operations
- Implement the Commonwealth's growth strategy and action plan, developed by the Virginia Economic Development Partnership with regional economic development organizations, that outlines a path for growth in these targeted sectors
- Assess the role of Virginia's higher education institutions in supporting the development of these industry sectors

### AGRIBUSINESS

- Continue to support growth in Virginia's agriculture sector, including related manufacturing and agritourism opportunities
- Support a balanced system of regulatory controls for agribusiness to maintain consumer confidence in safe and reliable food supplies



- Focus on agriculture and forestry economic development opportunities to grow and maintain domestic and international markets
- Enhance state support for value-added agricultural products and high-value, low-acreage crops
- Ensure Virginia's agriculture industry has an adequate and reliable supply of talent, while at the same time ensuring access to an affordable labor force for seasonal production
- Support applied research initiatives that target agriculture and forestry in our land grant universities and support the Virginia Cooperative Extension system to help disseminate information
- Ensure that Virginia's agriculture industry continues to thrive through investments in Virginia's transportation infrastructure; incentives to meet Virginia's natural resource and water quality needs; and a balanced approach to energy that expands opportunities for renewables while meeting demands for agriculture production

## **TOURISM AND FILM**

- Create and support public and private investments in vibrant communities, hotels, attractions, and other tourism-related facilities, so that people will choose to live, work, invest, and vacation in Virginia
- Recruit manufacturers and suppliers of tourism-related products and services, which will boost Virginia's vibrant outdoor recreation offerings
- Improve tourism transportation infrastructure and other tourism-related infrastructure to promote new and repeat visitors to Virginia while growing the state's revenue and tax base
- Invest in a more competitive film incentive program to increase

series television projects that offer recurring, high-wage jobs, as well as independent films that employ young, state-educated Virginians

- Promote the 50<sup>th</sup> anniversary of Virginia is for Lovers and commemoration activities around historically-based anniversaries of key events in Virginia
- Partner with Virginia's education and workforce community to build a strong workforce and talent pipeline for Virginia's film and tourism industries
- Capitalize on opportunities to make the Commonwealth more attractive for professional sports franchises, amateur sporting events, travel, and entertainment

## **DATA AND ASSESSMENT FOR ECONOMIC GROWTH**

- Assess and steadily improve our state, regional, and local economic competitiveness
- Explore and execute a strategy that ensures the Commonwealth has objective, reliable data for decision-making related to its economic and workforce priorities
- Implement a coordinated strategy to improve Virginia's position on national rankings of business climate

## **LEGAL AND REGULATORY CLIMATE**

- Enact targeted legal reforms to improve Virginia's business climate and civil justice system
- Ensure an efficient and effective civil justice system
- Maintain state-led regulatory programs instead of defaulting to a federally-led regulatory regime



- Continue to support and advocate for Virginia's pro-business policies such as right-to-work laws, a balanced unemployment and workers' compensation system, decreased regulation, and efficient regulatory oversight

## MARKETING VIRGINIA FOR ECONOMIC DEVELOPMENT OPPORTUNITIES

- Implement a robust branding, marketing, lead generation, and site consultant cultivation program with investment comparable to that of other successful state programs (e.g. Georgia, Ohio)
- Develop a Virginia Allies program, similar to Georgia Allies, to engage the business community in economic development marketing and recruitment efforts
- Ensure Virginia's marketing efforts emphasize the quality of life the state offers as an approach not only to attract business, but also younger pools of talent

## FOSTERING INTERNATIONAL TRADE

- Expand and enhance Virginia's international trade efforts to include complementing economic development marketing efforts, enhancing our focus on foreign direct investment, and improving our efforts to identify and increase imports and exports
- Support the development and implementation of an economic development strategy for the Port of Virginia that will leverage this important asset to grow Virginia's economy over the next eight years through activity in and around the Port

## COMPREHENSIVE TAX REFORM

- Work with the Governor and General Assembly on a comprehensive review of Virginia's tax system

## INCENTIVES AND RECRUITMENT

- Create a client-focused and extremely responsive system of streamlined incentives for economic development
- Position Virginia to secure transformational economic development projects that attract positive national attention, create jobs, and add to the Commonwealth's quality of life
- Continue to evaluate and strengthen Virginia's portfolio of economic development incentives, and clearly communicate the results of these investments

## ECONOMIC DEVELOPMENT SITES

- Support the development of a strategic portfolio of project-ready sites and buildings across Virginia for high-demand industries and modernize Virginia's online site-selection tools
- Support public-private financing models as an approach to enhancing Virginia's economic development sites and buildings

## STRENGTHENING RURAL VIRGINIA

- Continue to place a special economic development focus on rural Virginia, including marketing, broadband coverage, expanded site inventory and sector-specific customized talent development initiatives



- Support initiatives, such as CGI's "onshoring" model, that can bring previously outsourced jobs to rural communities in Virginia
- Pursue targeted tax and regulatory changes for rural communities, such as reducing the state and local tax burdens for capital-intensive manufacturing projects and easing start-up regulations
- Support models that recognize and certify a community's readiness for economic development, and support programs that develop civic and business leadership throughout rural Virginia

### **SUPPORTING OUR SMALL BUSINESSES AND ENTREPRENEURS**

- Promote policies that help create a culture of entrepreneurship in Virginia
- Support the development of business incubators, shared workspaces, and other resources for new businesses
- Continue to enhance Virginia's Business One Stop portal
- Support regulatory reform of issues that impede small business growth
- Strengthen access to Virginia's current financing options for small businesses and entrepreneurs
- Promote the creation of regional private investment funds and support MACH37, Smart City Actuator, and the launch of additional sector-specific accelerators

### **IMPROVING THE ENVIRONMENT FOR GOVERNMENT EFFICIENCY**

- Create a mechanism that enables the sharing of best practices between business and government to streamline government processes

- Support an efficient and effective immigration system that provides certainty to employers
- Explore the use of models that reward high-performing state employees and constructively address state personnel that do not meet performance standards
- Enhance the relationship between state government, local government, school systems, and other partners to support cost-effective performance and delivery of services

### **A WORLD-CLASS SUPPLY OF TALENT**

- Attract, retain, and expand high-need credentials and degrees that are linked to the needs of businesses and are crucial to the economy (e.g. computer science, engineering) through incentives and other tools
- Develop a world-class, turnkey, customized workforce recruitment and training incentive program that is closely integrated with the Virginia Community College System and other education partners as appropriate
- Strengthen Virginia's labor market information infrastructure, including the Virginia Longitudinal Data System, to help job seekers understand in-demand skills through data tools that provide user-friendly information on skills gaps, available programs, job earnings of graduates, net cost, debt, and other important variables
- Expand opportunities for the business community to engage in validating Virginia's demand analyses for education and workforce training programs such as through industry sector partnerships

# TRANSPORTATION

MAINTAINING AND BUILDING  
ROADS AND BRIDGES

EMBRACING A MULTI-MODAL  
TRANSPORTATION STRATEGY

DEVELOPING A WORLD-CLASS  
LOGISTICS CAPABILITY

STRENGTHENING OUR AVIATION  
AND AEROSPACE ASSETS

CAPITALIZING ON VIRGINIA'S PORT

EXPANDING VIRGINIA'S RAIL AND  
TRANSIT CAPABILITIES

TRANSPORTATION  
TALENT SUPPLY

The ability to move people, goods, and services efficiently and effectively into and through Virginia depends on a comprehensive transportation network. Businesses experience declines in productivity if they cannot move goods and services through the state and their employees cannot get to work on time.

The Commonwealth has made strides in recent years to evaluate and prioritize surface transportation projects for the nation's third-largest state-maintained highway system. Unfortunately, available funding is not sufficient to meet our current surface transportation needs. If left unaddressed, these needs will only be compounded and stifle economic growth due to new demands anticipated for transportation over the next 10 years, including one million new Virginians and continued growth around the Port of Virginia.

The long-term solution for the Commonwealth, reflected in the recommendations here, rests on embracing a multi-modal transportation strategy to improve how we move people and goods throughout the state and meet anticipated demand.

## CO-CHAIR

HON. WHITT CLEMENT  
*Partner*  
Hunton & Williams

## CO-CHAIR

JOHN O'NEILL  
*Partner*  
Hunton & Williams

# RECOMMENDATIONS

## MAINTAINING AND BUILDING ROADS AND BRIDGES

- Increase capacity to reduce congestion and improve reliability of travel times on major corridors, such as I-64, I-66, I-81, and I-95 through multi-modal solutions
- Address potential funding challenges for Virginia's highway system with ongoing pressures on state and federal budgets through new funding models and diverse revenue streams
- Rehabilitate, repair, and expand structures such as tunnels and bridges in Hampton Roads, the Varina-Enon Bridge, the Norris Bridge, and moveable bridges
- Complete construction of I-73 between the North Carolina border and the West Virginia border
- Incentivize local and regional investment in key transportation corridors, including using the Northern Virginia and Hampton Roads regional sales tax model to support transportation projects in other regions of the state to the extent there is local support for doing so
- Continue support of programs that constructively identify and prioritize important transportation projects and review current approaches to more adequately assess freight needs and the needs of rural communities
- Encourage the use of traffic management technology to offset congestion and reduce needs



## EMBRACING A MULTI-MODAL TRANSPORTATION STRATEGY

- Recognize that all modes of transportation are valuable for Virginia's economic future and that any meaningful long-term solution will require a multi-modal approach
- Develop and encourage transportation policies and investment strategies that address Virginia's transportation challenges through a multi-modal lens
- Promote the exchange and integration of data between highway, rail, and ports to expand Virginia's intermodal capacity and reduce congestion on Virginia's highway system
- Explore opportunities to work with surrounding states on projects of shared interest

## DEVELOPING A WORLD-CLASS LOGISTICS CAPABILITY

- Become the best state for testing innovative, emerging transportation trends to support the next generation of transportation and logistics investments
- Support the transformation of Virginia's linear supply chain into tomorrow's "Next Generation Supply Networks" through public-private research and analytic efforts

## STRENGTHENING OUR AVIATION AND AEROSPACE ASSETS

- Create a balanced approach to cultivating Virginia's Unmanned Aerial Vehicle industry that includes a focus on basic drone safety and security and ensures coordination among appropriate state agencies for this economic opportunity

- Promote policies that will strengthen space operations at the Mid-Atlantic Regional Space Port
- Encourage regulatory reform that will allow Virginia to develop a robust Maintenance Repair Organization for aircraft
- Explore innovative, cost-effective ways to connect Virginia's communities to major airport hubs
- Support actions (e.g. regulatory reviews, permitting, and Environmental Impact Studies) that will enable expanded air capacity in each region of the Commonwealth
- Support the creation of economic sites around Virginia's airports, including actively securing the proper permits for development in advance

## CAPITALIZING ON VIRGINIA'S PORT

- Support the development and implementation of an economic development strategy for the Port of Virginia that will leverage this important asset to grow Virginia's economy over the next eight years through activity in and around the Port
- Support the widening and deepening of the Norfolk Harbor Channels that will help Virginia maintain its competitive advantage as the East Coast's deepest port
- Embrace technology, capital investment, and site development to create a leading transportation hub leveraging the Port of Virginia
- Explore the economic feasibility of creating additional inland ports throughout the Commonwealth



# HEALTH CARE

POPULATION HEALTH AND WELLNESS

IMPROVING ACCESS

STRENGTHENING QUALITY WHILE CONTROLLING COST

FOSTERING INNOVATION THROUGHOUT  
THE HEALTH CARE SYSTEM

HEALTH CARE TALENT SUPPLY

## EXPANDING VIRGINIA'S RAIL AND TRANSIT CAPABILITIES

- Support replacement funding for the Capital Project Revenue bonds set to expire in Fiscal Year 2019 that support Virginia's transit, rail, and freight programs
- Evaluate and implement recommendations to improve the governance and operational challenges at Washington Metropolitan Area Transit Authority to include identifying a long-term dedicated funding source for this critical economic development asset
- Encourage partnerships with the owners and operators of the Commonwealth's rail lines to make strategic investments in higher-speed rail
- Support the extension of passenger rail service from Roanoke to the New River Valley

## TRANSPORTATION TALENT SUPPLY

- Promote the training and retraining of individuals to build, operate, and maintain Virginia's transportation network
- Address workforce challenges for the aviation industry (e.g. airline pilots, technicians, remote pilots) through an increased focus on technical, skills-based education in grades 7-12 to properly prepare graduating high school seniors for both vocational and collegiate aerospace programs

Companies benefit from healthy employees, with equally healthy family members, who show up to work ready and able to produce. When employees miss work due to chronic health issues or illness, it reduces overall productivity and profitability. The Centers for Disease Control and Prevention reports that productivity losses linked to worker illness and injury cost employers over \$200 billion per year nationally. Employers across Virginia are investing in employee health and wellness programs to prevent such losses and promote a culture of safety for labor-intensive industries like manufacturing and energy.

A top concern of participants in our *Blueprint Virginia 2025* survey was the rising cost of health care for both employers and employees. This concern is embodied and reflected in a larger debate over our national system of health care. While this national conversation continues, the recommendations put forward here focus on building a world-class health care system in Virginia that will continue to have a significant positive impact on our economy.

**CO-CHAIR**  
PAIGE CLAY  
*Partner*  
Mercer

**CO-CHAIR**  
BILL DOWNEY  
*President & CEO*  
Riverside Health System

# RECOMMENDATIONS



## POPULATION HEALTH AND WELLNESS

- Encourage collaboration on the development of innovative proposals, including funding models, to address issues such as access to behavioral health services and substance use disorder treatments (e.g. opioids)
- Support investment in prevention and high value treatment of chronic disease
- Promote public policy and private efforts to improve individual wellness, population health, and prevention of disease
- Engage in collaborative efforts to address the social determinants of health and encourage the implementation of the Healthy Virginia Framework and Virginia's Plan for Well-Being
- Encourage the use of care delivery and payment models that reward improvements in population health
- Collaborate to improve data sharing through Virginia's Health Information Exchange (HIE) and develop a series of accountability metrics to evaluate ConnectVirginia and the HIE

## IMPROVING ACCESS

- Advocate for innovative solutions to expand health care coverage that reduce health care costs for Virginia's business community, similar to models used in states like Indiana, Michigan, and Iowa
- Support the careful evaluation of Virginia's health regulatory framework, including potential impacts to Virginia's business community, hospitals, and the state budget if changes to the current system were to occur

- Promote innovative approaches to Medicaid redesign at the federal level that neither transfers programmatic risk to states nor punishes states with fiscally conservative Medicaid programs in order to improve health care access and quality
- Help cultivate new approaches for reimbursements under Medicaid and funding the health care safety net
- Support expanding access to care for targeted populations using tools such as Medicaid waivers (pending federal action) similar to models used in Indiana, Arkansas, and Tennessee

## STRENGTHENING QUALITY WHILE CONTROLLING COST

- Help ensure federal health care reform efforts provide states with the flexibility to develop quality, access, and cost solutions
- Support streamlined performance measures that are directly tied to meaningful improvements in health care value
- Increase use of value-based purchasing for health care
- Promote the reduction of low-value, unnecessary, and potentially harmful health care services while preserving access to evidence-based care
- Support the expansion of telehealth services and other evolving technology to improve access and control costs
- Encourage providers, health plans, and employers to participate in the All Payer Claims Database
- Work to improve Virginia's health information sharing infrastructure to promote greater transparency, better coordinated care, and reduce costs
- Leverage new state flexibilities and responsibilities to strengthen and stabilize the individual and small group marketplace
- Assist employers in understanding the cost drivers of the health care system and how they affect premiums



- Support tax relief efforts for insurers and the tax deductibility of health benefits at the federal level

## FOSTERING INNOVATION THROUGHOUT THE HEALTH CARE SYSTEM

- Promote investments in efforts to drive multi-stakeholder, system-level reform that tracks and improves access, cost, and quality
- Support full implementation of Virginia's Encounter Alert system and care coordination mechanisms
- Encourage genomic research for clinical innovation in patient care, prevention, and wellness

## HEALTH CARE TALENT SUPPLY

- Promote changes to Virginia's regulatory framework to ensure that physician assistants, nurse practitioners, pharmacists, and other clinicians can appropriately practice to the full extent of their training and license
- Support the expansion of clinical education and training opportunities at Virginia's academic medical centers and private teaching hospitals
- Work to expand the Military Medics and Corpsmen Pilot Program and identify other opportunities for veterans in health fields
- Support the continued development and expansion of team-based models of care
- Engage in streamlining state licensure processes for nurses and others to reduce processing times and to recognize the demonstrated skills and competencies of military veterans
- Invest and support higher education institutions of all types in helping train Virginia's health care workforce

# ENERGY

SUSTAINABILITY AND EFFICIENCY

ENERGY DIVERSITY

INFRASTRUCTURE DEVELOPMENT AND REGULATION

ENERGY TALENT SUPPLY



Energy is an important resource for Virginia's business community and its citizens. It powers our homes, offices, transportation system, and our ability to produce goods and services. Future economic growth will depend on the availability of safe, reliable, and competitively priced energy resources, including robust options for clean energy of all types.

Although Virginia produces energy from sources like coal, nuclear, and renewables, it is not energy self-sufficient. Despite efforts to be more efficient with our resources, Virginia currently consumes more energy than it produces, meaning it imports a significant portion of its energy supply from other states to meet its needs. It is expected that energy consumption in Virginia will continue to rise, reflecting the increase in population, economic growth, and growing electrification of the transportation system. As this growth occurs, modernizing Virginia's energy grid becomes a critical area of focus to improve its overall reliability.

The following recommendations recognize Virginia must build a diverse portfolio of energy resources to remain competitive.

### CHAIR

JACK REASOR  
*President & CEO*  
Old Dominion Electric Cooperative



# RECOMMENDATIONS



## SUSTAINABILITY AND EFFICIENCY

- Promote additional energy solutions, such as the Amazon and Microsoft solar facility projects, to preserve Virginia's national leadership in developing and using innovative models to help companies achieve their corporate sustainability goals
- Highlight Virginia's leadership role in combining utility energy efficiency programs and energy assistance programs

## ENERGY DIVERSITY

- Continue to support an all-of-the-above approach to energy resources in Virginia that promotes stable competitive rates, economic development, and environmental protection
- Advocate for an energy portfolio that promotes economic development and job growth through traditional and alternative energy investments in sources such as natural gas, coal, nuclear, solar, biomass, and offshore wind
- Support the exploration of energy resources within the Commonwealth and offshore

## INFRASTRUCTURE DEVELOPMENT AND REGULATION

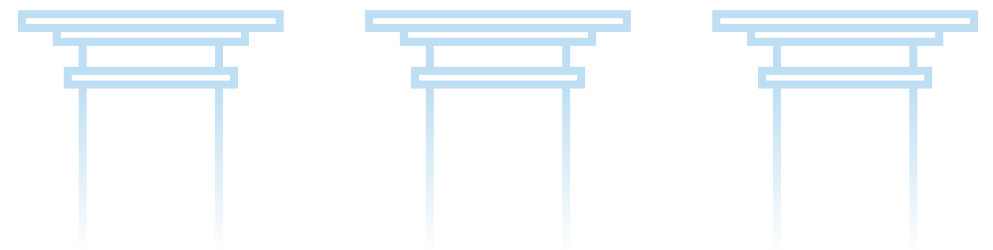
- Support the development of infrastructure that will increase access to affordable, reliable natural gas in all parts of Virginia for manufacturing, power generation, and home heating

- Capitalize on Virginia's potential first mover advantage for offshore wind energy development in the Commonwealth through investments to upgrade the Port of Virginia
- Encourage infrastructure development to strengthen energy resources in Virginia
- Promote uniform, consistent regulations that reduce local barriers for needed projects for Virginia's energy industry

- Continue to invest in the reliability and security of the energy grid, with attention to potential cybersecurity attacks

## ENERGY TALENT SUPPLY

- Encourage the expansion of the Powerline Worker Training program at Southside Virginia Community College as a model to meet the powerline technician needs of the energy industry
- Build on Virginia's best-in-class Troops to Energy program to further integrate veterans into all segments of Virginia's energy industry
- Support the work of the Virginia Nuclear Energy Consortium, Virginia's Community Colleges, and the Virginia Energy Workforce Consortium on energy workforce and education pathways



# INNOVATION, TECHNOLOGY, AND ENTREPRENEURSHIP

CREATING A TECHNOLOGY  
ECOSYSTEM THROUGH  
LEADERSHIP AND  
COORDINATION

GROWING VIRGINIA'S  
TECHNOLOGY INDUSTRY SECTOR  
ENTREPRENEURSHIP

RESEARCH AND DEVELOPMENT  
AND COMMERCIALIZATION

CONNECTING VIRGINIANS AND  
BUSINESSES TO BROADBAND

TECHNICALLY SKILLED  
TALENT SUPPLY

Innovative ideas can create shifts in how we produce and consume goods and services. Technology and research enable innovation and are used within every industry to grow profits and remain competitive, while many new businesses can generate wealth and contribute to Virginia's economic performance. Virginia is well-positioned to advance innovation, technology, and entrepreneurship to support economic growth and job creation.

The Commonwealth is a global technology center with a strong and diverse technology industry, and is home to the third-largest share of technology workers in the nation. It also tops national rankings of entrepreneurial business growth, meaning businesses started in the Commonwealth grow and generate wealth quickly. To enable innovation, Virginia possesses unique assets such as an impressive distribution of federal laboratories and targeted research and development capabilities at its higher education institutions. Virginia can leverage and enhance its value proposition for innovation, technology, and entrepreneurship with a strategy that encourages business investment through location and expansion decisions, and new high-growth company formation. In keeping with the spirit of *Blueprint Virginia 2025*, the recommendations here were shaped by meetings and discussions with key stakeholders across the Commonwealth, including nine regional technology councils, economic developers, and organizations with a focus on innovation, technology and entrepreneurship.

## CO-CHAIR

JOSH LEVI

*Vice President of Policy*

Northern Virginia Technology Council

## CO-CHAIR

BOB STOLLE

*Senior Vice President of Policy and Regional Initiatives*

Center for Innovative Technology

## RECOMMENDATIONS

### CREATING A TECHNOLOGY ECOSYSTEM THROUGH LEADERSHIP AND COORDINATION

- Employ a two-track economic development strategy that targets high-growth sectors with specific focuses on business attraction, relocation, and expansion (Track 1) and start-ups, entrepreneurs, and commercialization (Track 2)
  - Track 1: Maintain and strengthen incentives to attract key industries and grow clusters
  - Track 2: Strengthen and empower the Secretary of Technology as a key driver/coordinator of Track 2 efforts and promoter of Virginia's initiatives, programs, incentives, and successes to the start-up community and investors nationally
  - Track 2: Develop and execute an innovation strategy for the state that includes alignment, coordination, and oversight over Virginia's programs and investments related to research, commercialization, intellectual property transfer, entrepreneurship, start-up formation, and capital investment
  - Track 2: Expand targeted incentives and tax policies that drive research, innovation, and new company formation, and ensure the statewide technology ecosystem is promoted and well resourced, which includes: the Center for Innovative Technology's GAP Funds and Commonwealth Research and Commercialization Fund, Virginia Biosciences Health Research Corporation, Virginia Research Investment Fund, Angel Investment Tax Credit, capital gains tax exemption, income tax subtraction for Virginia venture capital accounts, and R&D Tax Credit



## GROWING VIRGINIA'S TECHNOLOGY INDUSTRY SECTOR

- Focus on current and emerging technology sectors where Virginia regions have competitive advantages and assets
- Maintain cybersecurity, data analytics, personalized health, and life sciences as key areas of focus
- Encourage a mechanism for the government to stay informed about the latest cutting-edge technology and ensure Virginia's policy framework and legal climate, support new, innovative, and disruptive businesses, including:
  - Extending sunset preventing local Unmanned Aerial System regulation
  - Permitting and encouraging safe testing of autonomous vehicles
  - Removing barriers to entry for adoption of gig economy business models
  - Continuing efforts to facilitate use of robots and robotic technologies
  - Boosting competitiveness in advanced manufacturing and artificial intelligence
  - Providing test beds and demo facilities for prototyping and piloting of smart city technologies
- Create a cybersecurity campus with a mandate for research and training, dedicated industry partners, and private sector applications
- Create coordinated higher education institution, workforce, quality of place, and attraction investments in targeted locations (e.g. rural areas) to help build business centers of excellence for information technology

## ENTREPRENEURSHIP

- Promote policies that help Virginia create a culture of entrepreneurship
- Support the development of business incubators, shared workspaces, and other resources for new businesses
- Continue to enhance Virginia's Business One Stop portal
- Promote the creation of regional private investment funds and support MACH37, Smart City Actuator and the launch of additional sector-specific accelerators

## RESEARCH AND DEVELOPMENT AND COMMERCIALIZATION

- Encourage more higher education and private sector partnerships to commercialize research
- Continue to use the Research and Technology Strategic Roadmap for investment in priority sectors
- Build the Commonwealth's capability to find and grow ideas for commercialization
- Encourage the Commonwealth to continue to measure and incentivize the commercialization of intellectual property from higher education institutions and support federal facilities' IP transfer initiatives
- Support applied research initiatives that target agriculture and forestry in our land grant universities and support the Virginia Cooperative Extension system as a means to help disseminate information

- Support efforts to secure federal and private research investments in Virginia and continue to invest state resources in strategic research at higher education institutions
- Utilize models developed by the Commonwealth Center for Advanced Manufacturing and the Commonwealth Center for Advanced Logistics Systems that foster industry-driven and higher education institution-supported research in key industry sectors

## CONNECTING VIRGINIANS AND BUSINESSES TO BROADBAND

- Increase financial support for public-private partnerships with existing internet service providers to facilitate broadband deployment in unserved areas
- Continue to invest in expanding broadband coverage to unserved areas through additional public-private partnerships that explore new technologies and strategies
- Support a more uniform and streamlined process for the approval of small and traditional cell facilities that can support 5G and small cell networks
- Develop a strategy that leverages the Microsoft/Facebook/Telefónica partnership – MAREA – subsea cable across the Atlantic from Europe landing in Virginia Beach, to grow jobs and foster a data center ecosystem

## TECHNICALLY SKILLED TALENT SUPPLY

- Focus on identifying and developing technology skills that are critical to high-demand technology sectors and support strategic technology outreach initiatives for K-12 students and teachers
- Promote changes to the K-12 career plan model that recognize information technology is not a standalone industry and that technology proficiency and skills are needed in each industry
- Promote the scaling of models like the Tech Tour in Charlottesville to engage high school students in technology-based careers and apprenticeship programs like MAXX Potential to facilitate transitions into the workforce
- Support the expansion of current postsecondary training pipelines for in-demand technology-based careers



# MANUFACTURING

## TARGETED TAX REFORM

## STREAMLINING THE REGULATORY AND PERMITTING PROCESS

## CREATING A STRONGER ENVIRONMENT FOR ECONOMIC DEVELOPMENT PROJECTS

## MANUFACTURING TALENT SUPPLY

Manufacturing has always been an important part of Virginia's economy and will continue to be into its future. However, with the evolution of technology, the way businesses produce goods has shifted, enabling them to increase their overall productivity. According to participants in our *Blueprint Virginia 2025* survey, advanced manufacturing will drive future growth in most regions and throughout the state, building on our technological, energy cost, and locational advantages.

Virginia faces challenges as we work to capitalize on the opportunities advanced manufacturing offers. High tax burdens discourage capital investments in new and existing companies. In recent years, Virginia has been outpaced by states with more favorable tax climates, like South Carolina, in recruiting manufacturers to the state. Like most employers, Virginia's manufacturers need highly-skilled, highly-compensated talent for jobs that do not require the completion of a four-year bachelor's degree. At present, the industry faces challenges in branding itself as an attractive opportunity for young people in a culture that embraces college as the only pathway to a high-paying job.

The recommendations here offer a platform for manufacturing growth in Virginia.

### CHAIR

NED MASSEE  
*President*  
Croatan Advisors

# RECOMMENDATIONS

## TARGETED TAX REFORM

- Work with the governor and General Assembly on a comprehensive review of Virginia's tax system, including identifying targeted tax changes for Virginia's manufacturers
- Pursue targeted tax changes to reduce the combined state and local effective tax burden for job-creating manufacturing business investments

## STREAMLINING THE REGULATORY AND PERMITTING PROCESS

- Clarify the permitting process to provide more certainty and predictability for employers on potential determinations
- Improve permit processing times among Virginia's state agencies and localities
- Support the creation of a more flexible compliance scale for small businesses on regulations originally designed for larger companies
- Ensure that regulations are evaluated with standards that include overall economic impact

## CREATING A STRONGER ENVIRONMENT FOR ECONOMIC DEVELOPMENT PROJECTS

- Support the development of manufacturing supply chains through targeted investments in industry clusters
- Explore ways to expand and utilize incentive programs for capital investments in areas of the state where manufacturing clusters exist and can grow



# ENVIRONMENT

PROTECTING OUR LAND AND WATER RESOURCES

EMBRACING CORPORATE SUSTAINABILITY


OUTDOOR RECREATION OPPORTUNITIES

STREAMLINING THE REGULATORY AND PERMITTING PROCESS

- Support efforts to build a strategic portfolio of project-ready sites by connecting them to important infrastructure such as broadband, energy, water, rail, highways, etc.
- Explore opportunities to work with surrounding states on economic development projects of shared interest
- Revise the definition of “local match” within Virginia’s economic development incentive programs to enable multiple localities or even regions to pool their resources to meet this requirement
- Explore ways to account for contractor positions as direct jobs created by companies in Virginia’s economic development incentives with appropriate adjustments to return on investment models

## MANUFACTURING TALENT SUPPLY

- Encourage facilitated communication between manufacturers, academic institutions, and other training curricula developers to address local industry-identified gaps and emerging skill needs
- Support the creation and expansion of in-house apprenticeship and training programs
- Support efforts to rebrand manufacturing in the Commonwealth to attract young people to the industry



Quality of life and place matter for economic development, workforce development, employee retention, and our position on national rankings of business climate. Clean water and recreational lands are critical components to achieving a high quality of life in the Commonwealth. Each Virginian should be able to enjoy Virginia’s diverse landscape of resources, including over 30 state parks across the Commonwealth.

Not only does smart stewardship of our natural resources keep them available for the use and enjoyment of our citizens, but our water and land resources provide the Commonwealth with economic opportunity and are critical inputs for business and industry. Agritourism is a growing part of Virginia’s economy that leverages our natural resources to provide people with agricultural experiences. Likewise, the Chesapeake Bay is a core asset that supports commercial and recreational fishing activities, boating, and tourism.

The recommendations here offer a pathway to protecting Virginia’s natural resources while at the same time using them in a thoughtful way to enable economic growth.

### CHAIR

BROOKS SMITH

*Partner*

Troutman Sanders Strategies, LLC

# RECOMMENDATIONS



## PROTECTING OUR LAND AND WATER RESOURCES

- Continue to support efforts to improve water quality in the Chesapeake Bay watershed through state and federal investments, while also promoting continued growth within the watershed
- Support the development and implementation of the Phase III Watershed Implementation Plan for achieving Virginia's Chesapeake Bay restoration goals by 2025
- Strengthen state and local efforts to address sea-level rise in the Norfolk-Virginia Beach Metropolitan Statistical Area
- Promote continued investment in water quality infrastructure projects in regional and locally owned wastewater treatment facilities
- Support the utilization of the Nutrient Offset Fund to offset the impact of new or expanding facility discharges in the watershed
- Promote investment in stormwater infrastructure projects
- Encourage the continued use of agricultural best management practices to reduce agricultural runoff from animal operations and crop lands, and support implementation of a stable and adequate cost-share with farmers
- Ensure access to reliable surface and groundwater supplies for a full range of responsible uses
- Support the continued preservation and enhancement of land through tax credits, grants, cost-sharing programs, and occasional bond issuances

## EMBRACING CORPORATE SUSTAINABILITY

- Encourage the continued adoption of, and incentives for, sustainable business practices as a method of reducing corporate costs, attracting a strong workforce, and protecting natural resources
- Leverage Virginia's national leadership in helping companies meet their corporate sustainability goals through *Blueprint Virginia 2025's* Corporate Sustainability and Environmental Industry Council

## OUTDOOR RECREATION OPPORTUNITIES

- Support the protection and continued development and funding of Virginia's state parks and trails for the benefit of all Virginians and our economy

## STREAMLINING THE REGULATORY AND PERMITTING PROCESS

- Support a permitting process that efficiently and effectively makes determinations for Virginia's businesses in a predictable and clear manner, free of political interference
- Ensure environmental regulations are achievable, clear, provide reasonable timelines for businesses to achieve compliance, and are accompanied by compliance assistance tools that help businesses achieve and maintain compliance



# MILITARY AND VETERANS AFFAIRS

PROTECTING AND LEVERAGING OUR MILITARY ASSETS AND COMMUNITIES

CONNECTING VETERANS AND THEIR SPOUSES TO JOBS

TRAINING VETERANS FOR CIVILIAN CAREERS

Virginia is home to a strong military and veteran community. Defense has historically been a strong economic sector for Virginia, even though it has experienced setbacks in recent years due to federal sequestration. It however, remains an important part of Virginia's economy, with an estimated \$53 billion in defense-related spending, much of which is in Virginia-based companies. As Virginia continues to diversify its economy, it must protect its current military assets and resources. Over 100,000 active military personnel are spread throughout Virginia at numerous Army, Air Force, Navy, Marine Corps, and Coast Guard facilities.

Virginia is deeply committed to taking care of service members and their families, and providing a high quality of life for them not only while they serve but as they transition to civilian life. Virginia has the fastest-growing veteran population in the nation, where one in 10 Virginians is a veteran. An important part of caring for our veterans includes preparing and connecting them to careers after military service. Our veteran community also represents an invaluable resource for employers that need highly qualified talent to increase profitability and productivity.

The recommendations here discuss how Virginia can protect and secure its current military assets while ensuring our veterans can access civilian careers upon the completion of their service.

## CHAIR

ROSS BROWN

*Managing Director, Military and Veterans Affairs*  
JPMorgan Chase & Co.

## RECOMMENDATIONS

### PROTECTING AND LEVERAGING OUR MILITARY ASSETS AND COMMUNITIES

- Build on Virginia's reputation as the best state in the nation to provide employment, education, and other opportunities for military families and veterans
- Strengthen military missions that currently exist in Virginia
- Communicate the value of future military missions in Virginia and create regional defense clusters such as cybersecurity in Northern Virginia, special operations in Hampton Roads, and logistics in Central Virginia
- Encourage the development of a joint range off the coast of Virginia and North Carolina to meet the needs of the Navy
- Support the continuation of the Virginia Military Advisory Council, including its responsibility for bridging military and civilian communities in the Commonwealth
- Continue to support all of Virginia's military personnel, veterans, and their families, including members of Virginia's National Guard

### CONNECTING VETERANS AND THEIR SPOUSES TO JOBS

- Create veteran employment opportunities through corporate supply chains
- Drive additional business engagement in the state's Virginia Values Veterans program to better connect veteran talent to job opportunities in the Commonwealth
- Develop programs to provide entrepreneurial veterans and military spouses access to education, mentorship, and capital



- Expand on-the-job training and apprenticeship programs to enable veterans to earn while they learn
- Improve statewide online employment platforms that connect employers to veterans, military spouses, and transitioning service members

### TRAINING VETERANS FOR CIVILIAN CAREERS

- Expand opportunities for veterans to gain access to training and education for careers in Virginia prior to transitioning from the military
  - Facilitate the development of short-term training programs for veterans and family members using the GI Bill in high-demand fields such as IT, energy, cybersecurity, advanced manufacturing, and health care
- Encourage the development of credit-for-prior-learning models that help veterans earn the credentials required for civilian careers in a shorter time frame based on their military experience in order to address Virginia's labor market needs
- Support the development of strategic workforce priorities for investment from the Governor's Workforce Discretionary Fund. Such priorities, could include the Department of Defense's Skill Bridge Programs for veterans
  - Create a unified process for the use of Title I Workforce Innovation and Opportunity Act funds across Workforce Development Boards for credentialing and apprenticeship programs targeted to transitioning service members



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