

AGENDA
GROWTH AND OPPORTUNITY BOARD
Tuesday, April 10, 2018
1:00 PM
House Room 1, Capitol

- | | | |
|-------|--|-------------------------------|
| I. | Opening | Chairman |
| | a. Call to order | |
| | b. Roll Call | |
| | c. Approval of Minutes: February 13, 2018 meeting | |
| II. | PUBLIC COMMENT | |
| III. | PER CAPITA GRANT APPLICATION REVIEW | Board and Staff |
| | a. Commercialization/Start up collaborations | |
| | b. Talent Development and Credentialing | |
| | c. Infrastructure | |
| IV. | FUTURE PROJECT PIPELINE DEVELOPMENT | Chairman |
| | a. Guidelines amendment | |
| V. | COLLABORATIVE ECONOMIC DEVELOPMENT ACT | Stephen Moret |
| VI. | LEGISLATIVE UPDATE | Erik Johnston |
| VII. | REGIONAL COUNCIL OUTREACH | Chairman |
| VIII. | VRIC UPDATE | Jim Dyke |
| | a. VRIC Implementation Task Force | Chairman |
| IX. | BOARD MATTERS | Staff |
| | a. Board Policy #3- Disbursement Policy/Written Requests Signed by the Chair | |
| | b. Regional Council membership updates | |
| | c. Chair/Vice Chair Conference Call | |
| | d. How To Apply | |
| X. | FUTURE BOARD MEETING DATES | |
| | 2018 | |
| | Tuesday, June 12 | House Room 1, Capitol 1:00 PM |
| | Tuesday, August 14 | House Room 1, Capitol 1:00 PM |
| | Tuesday, October 9 | House Room 1, Capitol 1:00 PM |
| | Tuesday, December 11 | House Room 1, Capitol 1:00 PM |
| XI. | ADJOURNMENT | Chairman |

VIRGINIA GROWTH AND OPPORTUNITY BOARD MEETING
February 13, 2018
7:30 AM
Richmond, Virginia

Members Present

Jennifer Boykin
Delegate M. Kirkland “Kirk” Cox
Ben J. Davenport, Jr.
The Honorable Jim Dyke
Heywood W. Fralin
Delegate S. Chris Jones
Doug Juanarena
Delegate Terry G. Kilgore
Delegate R. Steven Landes
The Honorable Aubrey Layne
The Honorable Esther Lee
The Honorable Atif Qarni
Bruce Smith
Todd A. Stottlemeyer
Lucia Anna “Pia” Trigiani
Marilyn H. West
Joe Wilson
John O. “Dubby” Wynne

Members Absent

Nancy Howell Agee
Thomas F. Farrell II
Senator Janet D. Howell
Senator Thomas K. Norment
Senator Frank M. Ruff
Steven C. Smith

Call to Order

Mr. John “Dubby” Wynne, Chairman of the Virginia Growth and Opportunity (GO Virginia) Board, called the meeting to order.

Roll Call

Ms. Elizabeth Rafferty, Policy and Legislative Director for the Department of Housing and Community Development (DHCD), called the roll and stated that a quorum was present. Mr. Doug Juanarena and Mr. Todd Stottlemeyer were participating via electronic means from Jacksonville, Florida and the City of Falls Church, respectively, for personal matters.

Approval of Minutes

A motion was made to approve the minutes of the December 12, 2017, meeting of the Board. The motion was properly seconded and passed unanimously.

Public Comment

No comments were made by the public; the public comment period was then closed.

Per Capita Grant
Application Review

Mr. Erik Johnston, Director of DHCD, provided an overview of the applications received; stating, that six of the nine regions submitted applications with thirteen proposals for consideration

by the Board, five of which were resubmittals based on Board decisions at the December meeting.

There were two applications regarding commercialization and start up collaborations: Virginia Commonwealth University (VCU) Pharmaceutical Commercialization Accelerator from Region 4 and 757 Seed Fund from Region 5. These projects were resubmittals. Mr. Johnston explained how the resubmitted application by VCU Pharmaceutical Commercialization Accelerator project addressed the concerns raised by the Board in December and that staff recommended the resubmitted proposal for approval. Upon a motion duly made and seconded, the project was approved. Mr. Johnston explained how the resubmitted application by 757 Seed Fund addressed the concerns raised by the Board in December and that staff recommended the resubmitted proposal for approval. Upon a motion duly made and seconded, the project was approved.

There were four applications regarding credentialing and talent development: Talent Collaborative from Region 2, Great Opportunities in Technology and Engineering Careers (GO-TEC) from Region 3, Commonwealth Center for Advanced Manufacturing (CCAM) Apprentice Academy from Region 4, and Rockbridge Area Advanced Manufacturing Project (RAAMP) from Region 8. Mr. Johnston presented the Talent Collaborative project and stated that staff recommended the project for approval with contract execution contingent upon securing the minimum local match requirement. Upon a motion duly made and seconded, the project was approved with contract execution contingent upon securing the minimum local match requirement. Mr. Johnston presented the GO-TEC project and stated that staff recommended the project for approval. Upon a motion duly made and seconded, the project was approved. Mr. Johnston explained how the resubmitted application by the CCAM Apprentice Academy addressed the concerns raised by the Board in December and that staff recommended the resubmitted proposal for approval. Upon a motion duly made and seconded, the project was approved. Mr. Johnston explained how the resubmitted application by RAAMP addressed the concerns raised by the Board in December and that

staff recommended the resubmitted proposal for approval. Upon a motion duly made and seconded, the project was approved.

There were three project applications regarding infrastructure: Project Hollyleaf Site Grading and Wood Haven Road Water and Sewer Infrastructure, both from Region 2 and Hampton Roads Regional Unmanned Systems Facility from Region 5. Mr. Johnston presented the Hollyleaf Site Grading project and stated that staff recommended the project for approval. Upon a motion duly made and seconded, the project was approved. Mr. Johnston presented the Wood Haven Road Water and Sewer Infrastructure project and stated that staff recommended the project for approval. Upon a motion duly made and seconded, the project was approved. Mr. Johnston explained how the resubmitted application by the Hampton Roads Regional Unmanned Systems Facility addressed the concerns raised by the Board in December and that staff recommended the resubmitted proposal for approval. Upon a motion duly made and seconded, the project was approved.

Administrative Approval Policy

Mr. Johnston stated that in addition to the nine projects presented, there were four projects that were identified as enhanced capacity building, where applicants seek funds to validate the prioritized needs and opportunities from their Growth and Diversification plans. During the working group discussions, it was determined these requests were deemed to have merit but have deliverables focused on initial planning. Since these requests were small in nature but vital to future project development, staff recommended that these type of projects be allowed to move forward through a streamlined administrative approval process. This would allow for more flexibility in the use of per capita funding for the regions, which could seek administrative approval for all enhanced capacity building projects under \$100,000 with a cap of \$250,000 each fiscal year. This policy would still comply with all other code requirements of GO Virginia funding but would not require the local match. Projects would be submitted to DHCD upon approval by the regional council; after all documentation is submitted and verified by DHCD contracts could be initiated. Staff will present a summary of all administrative approvals granted in the interim between meetings. A motion was made and properly seconded to approve the administrative approval policy; the motion passed unanimously.

Healthcare Discussion

During the December Board meeting the Region 8 Nursing Opportunities application was deferred due to concerns around scholarships and the lack of out of state revenue generated by a Healthcare project. Based on discussions held with the State Board Chair and Vice Chair and with the Regional Chairs and Vice Chairs, Mr. Wynne invited the Chair of the Region 8 Council to submit a one-page summary of the Region's response to the Board's concerns, specifically those around projects in non-traded sectors. Mr. George Pace, Chairman of Regional Council 8 was invited to present his one-pager to the Board. After discussion, the Board agreed to defer the project because it did not meet the intent of GO Virginia funding and directed staff to coordinate with other state agencies to provide guidance on other sources of funding to aide in finding a solution to the Region's need.

VRIC Study

Mr. Mitch Horowitz from TEconomy Partners, LLC presented a study on behalf of the Virginia Research Investment Committee (VRIC) to assess the Commonwealth's research assets, including those at its public and private universities, federal research facilities, and private sector companies. This report was entitled an Assessment of Virginia's Research Assets: Strategic Directions to Advance Innovation-Led Growth and High-Quality Job Creation across the Commonwealth. Mr. Horowitz presented an overview and key findings of the study which included: Virginia has a sizeable base of innovation led technology competencies but has not been performing well in innovation-led development and that business as usual will not work. The report also included four strategic priorities: 1) pursue strategic growth opportunity areas, 2) strengthen university technology and transfer commercialization capacity, 3) bridge the disconnect between university research and Virginia-based company innovation, and 4) strengthen Virginia's regionally-based innovation capacities.

Board Matters

Chairman Wynne Stated his intention to give the Board an opportunity to discuss feedback from the regions at the next Board meeting. First, how do we encourage innovative projects and avoid preference for projects that are more mainstream. Second, the Board will discuss best practices for regions struggling to secure local government matching funds.

Mr. Johnston stated that the next application deadline is March 12, to include both per capita and competitive applications which will be presented at the Board meeting on April 10. Mr. Johnston proposed that going forward DHCD would accept per capita applications on a quarterly basis and competitive applications on a biannual basis. Mr. Johnston presented a timeline for the remainder of 2018 detailing application deadlines, working group review sessions, and board meetings. Based on the timeline presented the 2018 December Board meeting would be moved from December 11 to December 18.

Mr. Johnston also stated that there was a change in Regional Council leadership for Region 2. Marty Muscatello would be replacing Doug Juanarena due to his appointment to the state Board. A motion to approve the change was made and properly seconded; motion passed.

Adjournment

Upon a motion duly made and seconded, the meeting was adjourned.

COMMERCIALIZATION

Regional Acceleration and Mentorship Program (RAMP) Expansion

Region: 2

Strategy: Commercialization

Type of Project: Implementation

Sub-grantee(s): Roanoke Blacksburg Technology Council (RBTC)

Project Description: The proposed project enhances and expands the reach of the Regional Acceleration and Mentorship Program (RAMP), a partnership between RBTC, the City of Roanoke, and the Virginia Western Community College. The RAMP-in-Residence program offers technology-based startups access to classroom education, mentoring, and assistance in identifying capital. GO Virginia funds will be utilized to expand the services offered to participating companies by hiring additional personnel, purchasing web-based software, and ongoing outreach efforts. The Cities of Roanoke and Salem, the Counties of Roanoke and Montgomery, the Town of Blacksburg, and the Lynchburg EDA (Opportunity Lynchburg) provided the local match for this project.

Type of Funds	Totals	
GO Virginia Request	\$	245,000.00
Matching Funds	\$	245,000.00
Local Match	\$	57,500.00
Total Project Budget	\$	490,000.00

Outcomes:

- Six Pitch and Polish clinics annually assisting 36+ entrepreneurs
- 4 Mentor events annually engaging 60+ mentors
- Startup-mentor connections for 20+ startups
- RAMP Website Redesign
- Creation of Mentor Database
- 10% increase in Cohort applications
- 20 jobs in three years (\$60,000 average salary)
- \$600,000 in private investment leveraged

Regional Acceleration and Mentorship Program (RAMP) Expansion

Metrics:

- Increase in number of companies and mentors engaged
- Increase in number of companies matched with a mentor
- Number of mentors accessing online toolset
- Number of Pitch & Polish clinics hosted
- Number of companies and mentors participating in the Pitch & Polish clinics
- Net new jobs created by companies participating in Pitch & Polish clinics
- % Increase in web traffic for RAMP website
- % Increase in Cohort applications for RAMP-in-Residence program

Workgroup Discussion:

There was consensus from the workgroup that RAMP was a valuable asset and the expansion of their services to RAMP-in-Residence participants would improve the region's entrepreneurial ecosystem and ability to commercialize research and scale-up new businesses. Workgroup feedback included:

- Fills an identified gap in the region's commercialization ecosystem
- Integrates Roanoke, Lynchburg, and the New River Valley
- Strong leadership team in place to manage expansion and ensure sustainability
- Private partners committed to cohort funding
- Funds should be utilized for personnel and software, rather than travel and marketing

Staff Recommendations:

DHCD staff recommend this application for approval.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	YES
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	YES
High-Wage Job Creation Potential	YES
Grant Management Capacity	YES
Sustainable After GOVA Funds	YES
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

WORKFORCE

United Way of Southwest Virginia: Ignite Internships

Region: 1

Strategy: Workforce Development

Type of Project: Enhanced Capacity Building

Sub-grantee(s): United Way of Southwest Virginia (UWSWVA)

Project Description: The proposed project will expand the high school Ignite Program across the region and will collaboratively align school curriculums with local employer needs. UWSWVA will build a web-based platform to deliver activities that will encourage post-secondary education and streamlined workforce credentialing, provide work-based learning opportunities, and match new graduates with local employers. GO Virginia funds will be utilized for personnel and contract services for software licensing. Seventeen of the school districts in the Virginia Department of Education Region VII provided the local match for this project: Bland, Bristol, Buchanan, Carroll, Dickenson, Galax, Giles, Grayson, Lee, Norton, Russell, Scott, Smyth, Tazewell, Washington, Wise, Wythe.

Type of Funds	Totals	
GO Virginia Request	\$	250,000.00
Matching Funds	\$	618,482.00
Local Match	\$	50,000.00
Total Project Budget	\$	868,482.00

Outcomes:

- Skills/Credentials Alignment Study
- Launch of web-based platform for skills assessments and internship matching
- 20 new agreements with employers
- 120 interns completing internships over two years

Metrics:

- Increase in number of companies participating in the Study
- Number of participating school districts adopting at least 1 curriculum change
- Number of participating employers hosting internships
- Number of students completing internships
- Number of awareness activities coordinated for classes or student groups
- % of students self-reporting increased awareness or interest post-activity

United Way of Southwest Virginia: Ignite Internships

Workgroup Discussion:

There was consensus from the workgroup that the Ignite Internships would establish an important link between primary education and private industry. The project would expose students to regional opportunities beginning in middle school and high school, to help retain young talent in the region's workforce. Workgroup feedback included:

- Interest profiling is a valuable tool when paired with established career pathways
- Replicable across regions
- Strong public and private support
- Prioritizes target clusters for experiential learning, internship placement, and career and credential pathway development

Staff Recommendations:

DHCD staff recommend this application for approval.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	YES
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	YES
High-Wage Job Creation Potential	YES
Grant Management Capacity	YES
Sustainable After GOVA Funds	YES
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

WORKFORCE

Enhancing the Region through New Technology for Unmanned Systems

Region: 2

Strategy: Workforce Development

Type of Project: Implementation

Sub-grantee(s): Dabney S. Lancaster Community College (DSLCC)

Project Description: The proposed project will implement a new drone technology training program to capitalize on the Allegheny Highlands Drone Zone Initiative surrounding the development of facilities for businesses engaged in the design, testing, manufacturing, and development of applications for unmanned autonomous vehicles. DSLCC will launch an *Unmanned Aerial Systems Maintenance and Operations Technician* program in Fall 2018. In coordination with this program, DSLCC will offer high school students project-based learning opportunities through dual enrollment and will forge innovative relationships with the universities to create a pathway from high school to four-year degrees. The project will result in the creation of new jobs in an emerging high-wage sector for the region. GO Virginia funds are requested to fill a financing gap between previously committed DHCD and local funds, and will be utilized for software, training, and contract services. Allegheny County and the City of Covington provided the local match for this project.

Type of Funds	Totals
GO Virginia Request	\$ 76,000.00
Matching Funds	\$ 357,000.00
Local Match	\$ 187,000.00
Total Project Budget	\$ 433,000.00

Outcomes:

- New unmanned systems career pathway from K-12 to post-secondary education
- *Unmanned Aerial Systems Maintenance and Operations Technician* program launch
- 12-24 community college students
- 10-20 dual enrollment high school students
- 18 jobs created over two years
- 6 business created over two years

Metrics:

- Number of college students trained
- Number of dual enrollment high school students trained
- Number of jobs created
- Number of businesses created

Enhancing the Region through New Technology for Unmanned Systems

Workgroup Discussion:

There was consensus that the unmanned systems curriculum at DSLCC will be a key piece of the career pathway beginning with dual enrollment and ending with advancement to a 4-year degree. This project will enhance the talent development pathway for emerging technologies such as unmanned systems. Workgroup feedback included:

- Project connects all 4 GO Virginia strategies: Workforce, Infrastructure, Commercialization, and Cluster Scale-Up
- Demonstrated commitments from private industry partners
- Commitment to collaboration with additional localities, higher education partners, and other GO Virginia projects
- Diverse applications for drone technology in other industries in the region
- Replicable across regions

Staff Recommendations:

DHCD staff recommend this application for approval.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	YES
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	YES
High-Wage Job Creation Potential	YES
Grant Management Capacity	YES
Sustainable After GOVA Funds	YES
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

WORKFORCE

Welding Training Program

Region: 6

Strategy: Workforce Development

Type of Project: Implementation

Sub-grantee(s): Westmoreland County

Project Description: The proposed project will establish a new welding training facility to offer daytime courses through Rappahannock Community College (RCC) to train adult welders for employment at local businesses. GO Virginia funds will be utilized for facility rental, equipment purchase, and instructor salaries. Westmoreland County and Northern Neck Chesapeake Bay Region Partnership, on behalf of Lancaster, Northumberland, Richmond, and Westmoreland Counties, provided the local match for this project.

Type of Funds	Totals	
GO Virginia Request	\$	130,000.00
Matching Funds	\$	155,550.00
Local Match	\$	54,500.00
Total Project Budget	\$	285,550.00

Outcomes:

- Execution of lease agreement for new facility
- Building renovations and equipment installation
- Launch of daytime welding courses through RCC
- 4 training cohorts over two years
- 40 welders trained and hired over two years

Metrics:

- Number of cohorts graduated
- Number of welders trained
- Number of welding positions filled

Welding Training Program

Workgroup Discussion:

There was consensus that welding is widely valued skill in many industries. However, there was concern that the project was structured to benefit a single business and was not regional in focus. Workgroup feedback included:

- Demonstrate pipeline of demand from private industry partners
- Expected wages fall below regional and PDC average wages
- Establish plan for sustainability beyond GO Virginia funds
- Upskilling workforce from seasonal to 12-month employment
- Applicant understands DHCD would place a lien on equipment purchases

Staff Recommendations:

DHCD staff does not recommend this project for approval because it does not meet the GO Virginia mission for regional collaboration and high-wage job creation. Furthermore, it is not clear that there will be ongoing demand or financial sustainability for the project beyond the two-year project period.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	YES
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	YES
High-Wage Job Creation Potential	NO
Grant Management Capacity	YES
Sustainable After GOVA Funds	MAYBE
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

INFRASTRUCTURE

Washington County Tech Spec Facility Acquisition

Region: 1

Strategy: Joint Site Development

Type of Project: Implementation

Sub-grantee(s): Washington County

Project Description: The proposed project will utilize GO Virginia funds to acquire real property to develop a Tech Spec facility in Washington County where there is a shortage in available, affordable, and operationally flexible for emerging businesses in technology-driven industries. The lack of business-ready sites in Washington County has been a challenge to recruitment efforts for businesses in these industries including an active confidential prospect in the pipeline (Project One). Washington County provided the local match for this project.

Type of Funds	Totals	
GO Virginia Request	\$	300,000.00
Matching Funds	\$	900,000.00
Local Match	\$	900,000.00
Total Project Budget	\$	1,200,000.00

Outcomes:

- Acquisition of a 20,000-40,000 square foot flexible office space facility
- Successful recruitment of tenant(s) for facility
- Creation of 50 jobs over three years (\$35,000 average salary)

Metrics:

- Number of tenants in target industries secured
- Total square footage occupied
- Number of jobs created
- Leveraged private investments
- Increased Real Property, Tangible Property, and Machinery and Tools taxes

Washington County Tech Spec Facility Acquisition

Workgroup Discussion:

There was consensus from the workgroup that expanding the inventory of flexible office space would help the region attract businesses that currently have no alternative options. However, there was concern over the speculative nature of acquisition without a demonstrated pipeline of prospects or track record for recruiting those businesses. Furthermore, there was additional concern over the lack of meaningful local participation outside of Washington County. Workgroup feedback included:

- Regional Council approval contingent upon securing additional local participation
- No guarantee that tenants would be in target growth clusters or that jobs would meet high-wage requirement
- Investigate pipeline of prospects from priority clusters

Staff Recommendations:

DHCD staff recommend the applicant reapply once additional locality partner(s) secured and prospect(s) engaged.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	NO: RC Contingency
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	MAYBE
High-Wage Job Creation Potential	MAYBE
Grant Management Capacity	YES
Sustainable After GOVA Funds	YES
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

INFRASTRUCTURE

Center for Energy Research and Education (CERE) Industry Labs

Region: 2

Strategy: Joint Site Development

Type of Project: Implementation

Sub-grantee(s): Liberty University

Project Description: The proposed project will create a Center for Energy Research and Education (CERE) at Liberty University. CERE Industry Labs will contain four industry labs including chemical/material, electromagnetic compatibility, calibration, and non-destructive testing labs. These labs will offer regional companies, institutions of higher education, and local government partners the facilities needed to foster knowledge, facilitate research and development, as well as to improve the attraction and retention of the scientific and engineering workforce. GO Virginia funds will be used in the design and construction of the labs, as well as transportation of donated equipment from private industry partners. Bedford County, the Town of Bedford, and the Lynchburg Regional Business Alliance, on behalf of Campbell County and the City of Lynchburg, provided the local match for this project.

Type of Funds	Totals	
GO Virginia Request	\$	300,000.00
Matching Funds	\$	1,586,100.00
Local Match	\$	78,600.00
Total Project Budget	\$	1,886,100.00

Outcomes:

- Design and construction of CERE Industry Labs
- Transportation and installation of Framatome equipment
- Configuration, Calibration, and Certification of Test Equipment
- Launch of Operations
- Creation of at least 58 jobs over three years

Metrics:

- Number of jobs created
- Number of R&D contracts secured
- Number of industry and educational partnerships
- Number of industry site visit
- Fees from lab usage
- Leveraged grant and sponsored programs funds

Center for Energy Research and Education (CERE) Industry Labs

Workgroup Discussion:

There was consensus from the workgroup that the CERE Industry Labs would be an invaluable asset for businesses and higher education institutions, and for local governments who could leverage the asset for talent and business recruitment and retention. Workgroup feedback included:

- Research facilities cited as priority asset in the Growth & Diversification Plan
- Significant private industry and higher education support
- Facility could be a center of excellence to attract funding from the Research Triangle
- Innovative reutilization of an obsolete facility

Staff Recommendations:

DHCD staff recommend this application for approval.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	YES
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	YES
High-Wage Job Creation Potential	YES
Grant Management Capacity	YES
Sustainable After GOVA Funds	YES
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

INFRASTRUCTURE

GWC Piedmont Technical Education Center

Region: 9

Strategy: Joint Site Development

Type of Project: Implementation

Sub-grantee(s): Culpeper County

Project Description: The proposed project will redevelop the former George Washington Carver High School into a state of the art GWC Piedmont Technical Education Center to train machinists and welders. New Pathways Tech, Inc. (a licensed NIMS: National Institute for Metalworking Skills certified training provider) will operate the facility in partnership with Germanna Community College and the American Institute of Welding (an AWS: American Welding Society accredited testing facility in Chantilly, Virginia). GO Virginia funds will be utilized for construction and equipment. Culpeper and Fauquier Counties will provide the local match for this project.

Type of Funds	Totals	
GO Virginia Request	\$	244,300.00
Matching Funds	\$	431,625.00
Local Match	\$	431,625.00
Total Project Budget	\$	657,925.00

Outcomes:

- Purchase and installation of welding and machining equipment
- Completion of welding shop renovations
- Graduation of 30 National Institute for Metalworking Skills (NIMS) certified machinists
- Graduation of 100 American Welding Society (AWS) accredited welders
- Launch of Operations
- 5 Site visits to regional showroom

Metrics:

- Number of NIMS certified machinists
- Number of AWS accredited welders
- Number of site visits to showroom
- Number of jobs filled or created

GWC Piedmont Technical Education Center

Workgroup Discussion:

There was consensus from the workgroup that the “GWC P-Tech” talent development project would align with GO Virginia’s goal of creating higher paying jobs and diversifying the regional economies by filling critical welding and machining jobs in the advanced manufacturing industry. Workgroup feedback included:

- Demonstrated demand from regional employers
- Collaboration between five locality, higher education, and private industry partners
- Significant local support and match from across the region
- Applicant understands DHCD will place a lien on equipment purchases

Staff Recommendations:

DHCD staff recommend this application for approval.

Requirements	
\$1:1 Match Requirement	YES
Local Match Requirement	YES
Local Participation Requirement	YES
Alignment with GOVA Strategies	YES
Alignment with G&D Plan	YES
High-Wage Job Creation Potential	YES
Grant Management Capacity	YES
Sustainable After GOVA Funds	YES
Feasibility Study?	NO
Healthcare?	NO
Scholarships?	NO
Broadband?	NO

Memorandum

To: GO Virginia Board members

Copy: GO Virginia Regional Councils
GO Virginia Support Organizations

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

Subject: GO Virginia Statewide Competitive Grants Regional Challenge Grant Initiative

Date: April 4, 2018

Over the past two years since the GO Virginia legislation was passed by the General Assembly, and throughout the project’s implementation phase, several areas of focus have emerged for potential projects coming from Virginia’s regions to help achieve the initiative’s goals. Many of these areas of focus resulted from key findings made as part of the development of the regional growth and diversification plans which identified needs and opportunities in each region as well as prioritized potential ways to address them.

Two areas in particular – joint site development and the startup ecosystem (building an innovation economy around incubators, accelerators, and a seed fund) are so universal, and so important to the future of Virginia’s economy, that they warrant special attention and direction. Specifically, without an inventory of ready to go sites, or even a pipeline of potential locations for new or expanding business prospects, Virginia will not be able to attract the type of employers needed to ween the state’s economy from its dependence upon federal spending. Virginia has missed much of the boom in manufacturing in the Southeast over the past two decades because of the lack of developable sites in the state, particularly those located near a large enough base of workers or that afford ready access to the Port of Virginia. Our continued failure to work cooperatively to develop such sites will continue to impair Virginia’s competitive position.

Further, the fact that most jobs in the 21st century will be created through innovation at small and medium-sized companies – the development of which Virginia lags far behind the national average – will further stymie economic growth in the Commonwealth. Because we have relied so much on companies linked to federal spending, Virginia has lagged in investing in spurring the growth of innovative companies. We certainly generate the talent, and have a good research base, but we fail to retain both. Even when research is done in Virginia, it is often used elsewhere, thus denying the opportunity for direct job creation from the brainpower developed here. The fact that for the past four years Virginia has had a net outmigration of talent to other states where opportunities are better is a direct result of this failure to nurture an innovation ecosystem in the state.

Although several of the GO Virginia regions have submitted proposals to do something about these two focus areas – either enhanced capacity building studies and planning, or actual

implementation projects, neither area has seen the benefit of a comprehensive analysis of the current status of site development and the innovation ecosystem in each region. Further, there are a number of best practices in each area which should be made available to further guide future proposals.

As a result, the Virginia Growth and Opportunity Board sees an opportunity to use the statewide competitive grants process to first develop a template for advancing each of these areas and then providing funding to implement specific projects of regional significance.

An additional benefit of using the GO Virginia model is that building a site inventory or spurring an innovation ecosystem is often beyond the financial ability of any one community. Since companies make job creation and investment decisions along regional lines, these new assets should also be developed through collaboration that brings together the best from across a wider geographic area. Such joint activities also help to diversify the portfolio of industry clusters and minimize the risk associated with efforts that can either be speculative (site development) or are not directly linked to immediate results (innovation ecosystem). GO Virginia also creates a framework to focus energy and funding on activities that will grow the economy through attracting new out-of-state revenues instead of pilfering companies from one locality to another or focusing on non-traded sector activities.

What Exists Now

In order to guide the development of initiatives in each of these areas, it would be helpful to start with a survey of each of the GO Virginia regions to understand better what is currently in place. This survey could also identify any potential legal, policy, or political barriers that have prevented the development of a larger network of sites or innovation ecosystem efforts in the past.

The survey could assess the following topics:

Site Development

1. Do any Regional Industrial Facilities Act entities exist?
2. What is the inventory of shovel-ready sites of at least 100 acres? (perhaps smaller sites in urban areas)
3. What is the inventory of 100 acre sites (which is the standard used by VEDP for participation in the Business Ready Sites Program) but which are not shovel-ready, but have the ability to be developed (proximate to utility and transportation infrastructure, opportunity for rezoning, no known historical/environmental resource obstacles?)
4. Has any locality in the community participated in the VEDP Business Ready Sites Program?
5. If so, what is the status of each of the sites which participated (in terms of site readiness/tier status)?
6. What obstacles stand in the way of moving sites that previously benefited from the VEDP Business Ready Sites Program to the next tier?

7. Are there opportunities to develop new greenfield sites? Brownfield sites?
8. Please outline existing regional collaborations to assist with site development and the results of such efforts.
9. What efforts are underway to identify and train the workforce needed for companies that could locate in jointly developed sites?
10. Outline the alignment of the site development plans with the industry clusters identified in the region's growth and diversification plan.

Startup Ecosystem

1. Aside from a small business development center, what other activities are currently underway in the region to support the growth of new businesses? Are these efforts coordinated across the region or focused on one locality?
2. Is there any interface with local colleges and universities around commercialization of research and development?
3. Does the region have an active business incubator? Business accelerator? Innovation center? How are they organized, staffed, and funded?
4. What is occurring in the region to provide capital for new business development? Is there an active angel network? A seed fund?
5. Are innovation ecosystem activities aligned with the industry clusters identified in the regional growth and diversification plan? Are these activities aligned with workforce development and training programs?
6. What is the track record in the region with pursuing federal or other grants to support entrepreneurial activities? What gaps exist that have prevented pursuits of these funds and initiatives? Are there new federal or state opportunities that could complement or augment these efforts?
7. Are companies in the area actively engaged in mentoring new companies?
8. Is innovation celebrated in local media? Is there a dedicated website or other forum for linking entrepreneurs and innovators?
9. Has an inventory of intellectual property assets, particularly those that could lead to new business opportunities, been completed?
10. Are there entrepreneurs in residence active in the region with the major research institutions or facilities?
11. Please outline the status of existing regional collaborations around enhancing the startup ecosystem and the results of such efforts.

Potential Models

There are several existing models which, with minor modifications, could serve as the foundation for a GO Virginia initiative around joint site development. Starting in 2016, the Virginia Economic Development Partnership used the Business Ready Sites Program to help spur the development of new industrial sites around the state by providing funding for planning, infrastructure development, and permitting. Funding for the program was immediately over-subscribed, further evidence of the desperate need localities see to have shovel ready product to facilitate economic growth. When much of the remaining funds in the program were taken back

by the General Assembly in 2017, so no other source of funding to support this important initiative remained. The General Assembly, at that time, also suggested that GO Virginia take on this program in the future.

GO Virginia could serve to fill that gap. Unlike the Business Ready Sites Program, however, GO Virginia does require the participation of at least two localities. Further, GO Virginia requires a more immediate path to the creation of higher paying jobs, so very preliminary activities (such as initial feasibility or Tier 1 level activities using the Business Ready Sites Program terminology), may not be funded by GO Virginia.

Instead, we propose that GO Virginia funding be used as a catalyst to advance regional cooperation on site development and to advance sites “up” the tier status. Site grading, limited infrastructure development, and other final preparatory activities could be supported by GO Virginia after a site has advanced through initial stages of the Business Ready Sites Program. GO Virginia funding, along with the support provided as a result of the Virginia Collaborative Economic Development Act, could unlock significant resources to advance the state’s goal of having more shovel ready sites available for development. Having a link to GO Virginia would also ensure both better alignment between site development (how they are designed and marketed) with the industry clusters identified as priorities in the regional growth and diversification plan and the availability of workforce to serve in new and expanding companies.

With regard to advancing the innovation ecosystem in each region, GO Virginia could be a catalyst to facilitate the development of the fundamental building blocks of such an effort, or enhance the ones already in place – notably a regional incubator and accelerator and forms of business funding (notably a seed fund) – all of which are linked to the target industry clusters identified in the regional growth and diversification plan. Following the survey outlined above, each region would complete an analysis of its entrepreneurial ecosystem similar to what has been done for Reinvent Hampton Roads. That analysis would then identify gaps that could be funded through GO Virginia. For regions with a public research university or federal labs, special efforts could be made to use GO Virginia funding for an entrepreneur-in-residence who would have a hunting license to identify promising technologies and work with entrepreneurs in the region to turn promising ideas into job creating businesses. Similar activities could be undertaken across regional lines when such existing research assets but there exists evidence of strong entrepreneurial opportunity.

Another potential role for GO Virginia could be to serve as a clearinghouse for best practices to be shared among the regions related to site development and encouraging the development of an innovation ecosystem. Lessons learned in other states, or even how to make these efforts work on a Virginia context, could be shared through the collaborative forums already part of the GO Virginia process.

Partnership Opportunities

There are also a number of emerging partnership opportunities to complement GO Virginia funding and direction to advance these priorities. Legislation now on its way to Governor Northam, known as the Grid Modernization and Transformation Act of 2018, includes

language requiring Virginia's large electric utilities to be more proactive in supporting economic development in the state, particularly site development. These utilities, along with other infrastructure providers, could serve as the private match to leverage GO Virginia funds. Further, this analysis could outline other policy and regulatory opportunities to prepare more shovel ready sites across the Commonwealth.

As previously mentioned, the Virginia Research Investment Committee, also has funds that can complement regionally-focused innovation. Using the recently completed Techonomy report as a guide, GO Virginia regions can partner with the state's research institutions to use VRIC funds to attract scholars and promising commercialization opportunities. Plugging these opportunities into the newly developed innovation ecosystem also supported by GO Virginia should lead to both economic diversification and job creation.

Of course, running through both of these opportunities is the need to have a skilled workforce. We need to ensure that the efforts are coordinated with existing resources to align skills development with the companies and industry clusters enhanced as part of this work.

Next Steps

Instead of just reacting to ideas from the regional councils, the GO Virginia Board could actively solicit proposals in each of these two areas. Proposals should align with the needs and opportunities outlined in each region's growth and diversification plan, however, general parameters could be established by the Board to help regions develop successful proposals. Funds provided by the Board would be akin to "challenge grants" to spur regional action on these priorities.

Addendum to Virginia Growth and Opportunity Fund Grant Scoring Guidelines

Special Considerations for Statewide Competitive Grant Applications

As a general rule, the criteria found in the Virginia Growth and Opportunity Fund (GO Fund) Grant Scoring Guidelines shall govern the applications for grants from the statewide competitive pool as they relate to who is the applicant, administration of the grants, return on investment analysis, project performance, and the scoring criteria. However, the statewide competitive grants are expected to be larger in size and scope; thus, several adjustments are necessary as discussed below

LOCAL PARTICIPATION

The Act requires any grant, regardless of whether it is from the per capita or the statewide competitive pool, to be matched, at least dollar for dollar by non-state appropriated sources. Local financial participation as part of that required match is also an important criteria in determining which projects to fund. The same local match requirements apply to competitive applications. However, project proposals with greater local participation and match, both in size and the number of participating localities, will receive special priority in the competitive grant review process.

ENHANCED CAPACITY BUILDING

It is not expected that the statewide competitive pool will be used to fund proposals that are solely for enhanced capacity building projects. While proposals may have an initial phase that includes some enhanced capacity building activities to test-run various project approaches, grant proposals should focus on project implementation and return on investment for the Commonwealth and the regions in meeting GO Virginia policy goals that are captured in scoring criteria. **The Board may make an exception to this section if there are certain project proposals that align with priorities identified in multiple Growth and Diversification plans and may authorize funding from this pool for studies and projects that will have a significant impact across regions and will have statewide applicability.**

ALIGNMENT WITH GROWTH AND DIVERSIFICATION PLANS

Projects seeking funding from the statewide competitive pool should demonstrate alignment with the goals and priorities of each of the regional growth and diversification plans of the localities represented in the application. Should such alignment not exist in the existing plans, then supplemental addendums to plans that demonstrate such alignment will be required as part of the grant application.

SUPPLEMENTAL QUESTIONS

The Competitive Grant Application will include questions to solicit information on how the regions will interact, collaborate, and coordinate project implementation. The application will also seek to evaluate

April 2018

the interplay between rural and urban regions as well as the multi-regional or statewide opportunity presented. Projects should demonstrate a benefit to more than one region or an extraordinary opportunity to the Commonwealth.

COLLABORATIVE ECONOMIC DEVELOPMENT ACT

GO Virginia Board Meeting
April 10, 2018



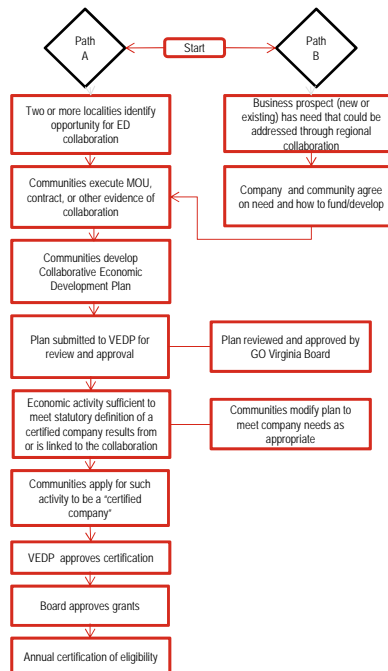
COLLABORATIVE ECONOMIC DEVELOPMENT ACT

- Legislation passed in 2016 General Assembly session, patroned by Delegates Hugo, James and Minchew and Senators Ruff and Saslaw created the Virginia Collaborative Economic Development Performance Grant Fund to be administered by the Go Virginia Board
- The legislation created an incentive for localities to cooperate on economic development projects by providing revenue sharing opportunities when jointly pursuing major investment from companies
- Eligible joint economic development projects will create at least 200 jobs with average salaries at least equal to the average wage for a region and a capital investment of at least \$25 million
- The total amount of the grant applied for shall not exceed 50 percent of the total investment of the localities in executing the collaborative economic development plan
- Localities may receive up to 45 percent of personal income taxes generated from the new jobs for a period of up to six years
- In cases of fiscal distress or extraordinary economic opportunity, a provision in the law allows the GO Virginia Board to lower the threshold to 25 new jobs and \$1 million in capital investment and to award up to 100 percent of the total investment of the localities
- The grant program is set to sunset on July 1, 2026

TIMELINE FOR IMPLEMENTATION

- April 2018
 - April 10th - Present proposed applications and process to GO Virginia Board
 - April 20th - Go live with final applications linked on the GO Virginia website
- April 2018 – July 2018
 - Work with localities on their proposals
- August 2018 – September 2018
 - Review period at VEDP
- Fall/Winter 2018
 - Recommendations to the GO VA Board for Approvals

Process for Collaborative Economic Development Act



TWO APPLICATION OPTIONS

- Application #1
 - Collaborative Economic Development Plan Approval Application
 - Captures participating locality information
 - Identifies type of Collaborative Economic Development Plan
 - Describes efforts or projects, financial commitments and revenue sharing
 - Describes proposed use of Collaborative Economic Development Grant proceeds
 - Names significant public and private parties
 - Identifies a new activity
 - Describes alignment with Growth and Diversification Plan and the regional strategic sectors and strategies
 - Identifies community impact, job base and tax base diversification
 - Describes competitive need and competitive advantage
 - Describes leverage of other local or state resources
 - Describes significant fiscal distress, if applicable

5

TWO APPLICATION OPTIONS - CONTINUED

- Application #2
 - Certified Company Application
 - Provides company information and integration with Collaborative Economic Development Plan
 - Describes fiscal distress, if applicable
 - Describes extraordinary economic opportunity, if applicable
 - Identifies new jobs and capital investment
 - Provides audited financial statements or other financial data
 - Lists other state incentives
 - Lists local incentives

6

1 VIRGINIA ACTS OF ASSEMBLY — CHAPTER

2 *An Act to amend and reenact § 23.1-3132 of the Code of Virginia, relating to the Virginia Research*
3 *Investment Committee; membership.*

4 [H 1467]
5 Approved

6 **Be it enacted by the General Assembly of Virginia:**
7 **1. That § 23.1-3132 of the Code of Virginia is amended and reenacted as follows:**
8 **§ 23.1-3132. Virginia Research Investment Committee; report.**

9 A. There is hereby established the Virginia Research Investment Committee to (i) promote research
10 and development excellence in the Commonwealth; (ii) provide guidance, and coordination as deemed
11 necessary, to existent efforts to support research in the Commonwealth with commercial potential; (iii)
12 approve the Roadmap; and (iv) evaluate and award grants and loans from the Fund pursuant to the
13 provisions of this article.

14 B. The Committee shall consist of the Director of the Council, the Secretary of ~~Technology~~
15 *Commerce and Trade*, the Secretary of Finance, and the staff directors of the House Committee on
16 Appropriations and the Senate Committee on Finance, all of whom shall serve ex officio with voting
17 privileges, and four nonlegislative citizen members of the Board to be appointed as follows: one
18 appointed by the Speaker of the House of Delegates, one appointed by the Senate Committee on Rules,
19 and two appointed by the Governor.

20 C. Ex officio members shall serve terms coincident with their terms of office. Board members shall
21 serve terms coincident with their terms on the Board. Vacancies shall be filled in the same manner as
22 the original appointments.

23 D. The Director of the Council shall serve as the chairman of the Committee.

24 E. The Committee shall report to the Governor and the Chairmen of the House Committee on
25 Appropriations and the Senate Committee on Finance no later than November 1 of each year. The report
26 shall include details about awards made from the Fund in the immediately preceding fiscal year and
27 updates on the research, development, and commercialization efforts resulting from such awards.

28 **2. That an emergency exists and this act is in force from its passage.**

ENROLLED

HB1467ER

1 VIRGINIA ACTS OF ASSEMBLY — CHAPTER

2 An Act to amend the Code of Virginia by adding a section numbered 2.2-205.2, relating to the
3 Commonwealth Broadband Chief Advisor.

4 [H 1583]
5 Approved

6 **Be it enacted by the General Assembly of Virginia:**

7 **1. That the Code of Virginia is amended by adding a section numbered 2.2-205.2 as follows:**

8 **§ 2.2-205.2. Commonwealth Broadband Chief Advisor.**

9 A. The position of Commonwealth Broadband Chief Advisor (Chief Advisor) is hereby established
10 within the office of the Secretary of Commerce and Trade.

11 1. The purpose of the Chief Advisor is to serve as Virginia's single point of contact and integration
12 for broadband issues, efforts, and initiatives and to increase the availability and affordability of
13 broadband throughout all regions of the Commonwealth.

14 2. The Chief Advisor shall be selected for his knowledge of, background in, and experience with
15 information technology, broadband telecommunications, and economic development in a private,
16 for-profit, or not-for-profit organization.

17 B. The Chief Advisor shall be designated by the Secretary of Commerce and Trade. Staff for the
18 Chief Advisor shall be provided by the Center for Innovative Technology (CIT) and the Department of
19 Housing and Community Development (DHCD). All agencies of the Commonwealth shall provide
20 assistance to the Chief Advisor, upon request.

21 C. As the single point of contact, the Chief Advisor shall:

22 1. Integrate activities among different federal and state agencies and departments, and localities, and
23 coordinate with Internet service providers in the Commonwealth;

24 2. Provide continual research into public grants and loans, in addition to private and nonprofit
25 funding opportunities, available to provide incentives and help defray the costs of broadband
26 infrastructure buildouts and upgrades;

27 3. Maintain broadband maps, the Integrated Broadband Planning and Analysis Toolbox, and other
28 data to help decision makers understand where broadband needs exist and help develop strategies to
29 address these needs;

30 4. Continually monitor and analyze broadband legislative and policy activities, as well as
31 investments, in other nations, states, and localities to ensure that the Commonwealth remains
32 competitive and up to date on best practices to address the Commonwealth's unique broadband needs,
33 create efficiencies, target funding, and streamline operations;

34 5. Monitor the trends in the availability and deployment of and access to broadband communications
35 services, which include, but are not limited to, high-speed data services and Internet access services of
36 general application, throughout the Commonwealth and advancements in communications technology for
37 deployment potential;

38 6. Research and evaluate emerging technologies to determine the most effective applications for these
39 technologies and their benefits to the Commonwealth;

40 7. Monitor federal legislation and policy, in order to maximize the Commonwealth's effective use of
41 and access to federal funding available for broadband development programs, including but not limited
42 to the Connect America Fund program;

43 8. Coordinate with Virginia agencies and departments to target funding activities for the purpose of
44 ensuring that Commonwealth funds are spent effectively to increase economic and social opportunities
45 through widespread and affordable broadband deployment;

46 9. Coordinate with Virginia agencies and departments, including, but not limited to, DHCD, the
47 Virginia Tobacco Region Revitalization Commission, and the Virginia Resources Authority, to review
48 funding proposals and provide recommendations for Virginia grants and loans for the purpose of
49 ensuring that Commonwealth funds are spent effectively on projects most likely to result in a solid
50 return on investment for broadband deployment throughout the Commonwealth;

51 10. Serve as a central coordinating position and repository for any broadband-related projects and
52 grants related to the mission herein, including, but not limited to, information from DHCD, the Virginia
53 Tobacco Region Revitalization Commission, the CIT, the Virginia Growth and Opportunity Board, and
54 the Virginia Resources Authority;

55 11. After consultation with the Virginia Growth and Opportunity Board, the Broadband Advisory
56 Council, and the Joint Commission on Technology and Science, the Chief Advisor shall (i) develop a

57 *strategic plan that includes specific objectives, metrics, and benchmarks for developing and deploying*
58 *broadband communications, including in rural areas, which minimize the risk to the Commonwealth's*
59 *assets and encourage public-private partnerships, across the Commonwealth; such strategic plan and*
60 *any changes thereto shall be submitted to the Governor, the Chairman of the House Appropriations*
61 *Committee, the Chairman of the Senate Finance Committee, the Chairman of the Joint Commission on*
62 *Technology and Science, the Chairman of the Broadband Advisory Council, and the Chairman of the*
63 *Virginia Growth and Opportunity Board and (ii) present to these organizations annually on updates,*
64 *changes, and progress made relative to this strategic plan, other relevant broadband activities in the*
65 *Commonwealth, and suggestions to further the objectives of increased broadband development and*
66 *deployment, including areas such as, but not limited to, the following: education, telehealth, economic*
67 *development, and workforce development, as well as policies that may facilitate broadband deployment*
68 *at the state and local level;*

69 *12. Submit to the Governor and the General Assembly an annual report for publication as a report*
70 *document as provided in the procedures of the Division of Legislative Automated Systems for the*
71 *processing of legislative documents and reports on broadband development and deployment activities*
72 *that shall include, but not be limited to, the following areas: education, telehealth, workforce*
73 *development, and economic development in regard to (i) broadband deployment and program successes,*
74 *(ii) obstacles to program and resource coordination, (iii) strategies for improving such programs and*
75 *resources needed to help close the Commonwealth's rural digital divide, and (iv) progress made on the*
76 *objectives detailed in the strategic plan. The Chief Advisor shall submit to the Governor and the*
77 *General Assembly an annual executive summary of the interim activity and work of the Chief Advisor no*
78 *later than the first day of each regular session of the General Assembly. The executive summary shall*
79 *be submitted for publication as a report document as provided in the procedures of the Division of*
80 *Legislative Automated Systems for the processing of legislative documents and reports and shall be*
81 *posted on the General Assembly's website.*

82 *D. The Chief Advisor may form such advisory panels and commissions as deemed necessary,*
83 *convenient, or desirable to advise and assist in exercising the powers and performing the duties*
84 *conferred by this section. Persons appointed to advisory committees shall be selected for their*
85 *knowledge of, background in, or experience with information technology, broadband telecommunications,*
86 *or economic development in a private, for-profit, or not-for-profit organization.*

87 *E. The disclosure requirements of Article 5 (§ 2.2-3113 et seq.) of the State and Local Government*
88 *Conflict of Interests Act shall apply to members of the advisory committees.*

Establishing an Advisory Body to the Virginia Research Investment Committee

February 2018

I. Background

Item 255.A.2 of Chapter 836 of the 2017 Acts of Assembly authorized the Virginia Research Investment Committee (the Committee or VRIC), a statutory body of the Commonwealth, to expend monies from the Virginia Research Investment Fund for an assessment of the research assets in the state's universities, companies and federal labs. On behalf of VRIC and as specified in the budget-item language, the State Council of Higher Education for Virginia (SCHEV) solicited proposals for such a study and awarded a contract to a consulting firm, TEconomy Partners, LLC (the consultant), for this analysis and for a report of findings and recommendations by January 5, 2018.

At its January 8, 2018 meeting, VRIC approved a resolution to accept the consultant's report, *Assessment of Virginia's Research Assets: Strategic Directions to Advance Innovation-Led Growth and High-Quality Job Creation across the Commonwealth*, which is a thorough and revealing assessment of the assets, capabilities and potentials in the state's research and innovation ecosystem. The report offers 12 recommendations grouped as eight "baseline actions" and four "enhanced actions".

II. Origin

The resolution approved by the Committee on January 8, 2018 directs the VRIC chair, who also is the SCHEV director, to: (i) solicit comments from stakeholders and the public on the study's findings and recommendations; and (ii) establish an advisory body to consider strategies for implementing the study's recommendations.

III. Appointment

Under the authority of the resolution adopted by the Virginia Research Investment Committee on January 8, 2018, the Implementation Advisory Team (the Team or IAT) is hereby created to advise the Committee. The Team's mission, membership and duration are to be as follows.

A. Purpose

The IAT is hereby charged to advise VRIC on how to prioritize the study's recommended baseline- and enhanced actions, and if deemed necessary, how to modify the actions.

Its goal shall be to develop a work plan and potential funding requirements that:

- (i) address the weaknesses, gaps and obstacles that the report identifies in Virginia's research and innovation ecosystem; and
- (ii) translate stakeholder input into strategies for implementing the report's recommendations as prioritized and/or modified.

In fulfilling its mission, the IAT shall:

- consider the findings of the study and the feasibility, potential impacts and level of priority of its recommendations;
- consult and collaborate with stakeholders in state and federal government, higher education and industry; and
- work with the consultant and VRIC/SCHEV staff to translate internal and external input and expertise into time-delimited, costed-out strategies for advancing the study's recommendations, as well as VRIC's goals and the Commonwealth's research and innovation ecosystem.

B. Composition

The IAT shall be composed of 14 members:

- Dubby Wynne, Chair (VRIC/GO Va)
- Monique Sury Adams (757 Angels)
- Ross Baird (Village Capital)
- Peter Blake (VRIC/SCHEV)
- Mary Lou Bourne (JMU/UBED)
- Deb Crawford (GMU)
- Jeff Gallagher (Virginia Bio)
- Mark Gignac (IALR)
- Victor Iannello (Radiant)
- Theresa Mayer (VT)
- Laura Naramore (MITRE)
- Todd Nuckols (Lighthouse Labs)
- Ram Ramasubramanian (UVa)
- Todd Stottlemyer (INOVA)

C. Duration and Deliverables

The IAT shall hold its initial meeting no later than March 21, 2018 and shall meet thereafter as necessary until the sunset date below.

The Team shall provide updates to the Committee at its meetings on April 9-10, 2018 and June 12, 2018.

The IAT shall present its proposed work plan at the Committee's meeting on August 14, 2018, which shall constitute the sunset date of the Team, unless (on or before that date) VRIC approves the chair to extend the IAT and its work.

Monique Sury Adams

Monique Sury Adams is Executive Director of 757 Angels, an angel-investor group that she worked with the Board to launch in 2015. 757 Angels is now one of the larger angel groups in the country, with over 100 members/investors and has injected over \$20 million of capital into startup and early-stage companies. Through 757 Angels' regional platform, Adams has leadership roles in building and strengthening the entrepreneurial ecosystem. She has an extensive financial services background, with senior finance positions at both the Bank of America in Norfolk and JP Morgan Chase in New York City and Los Angeles.

Ross Baird

Ross Baird is President of Village Capital Group, which finds, trains, and invests in entrepreneurs solving real-world problems and builds communities around them and their ventures to improve opportunities for growth and success. Since creating the Village Capital concept in 2009, Baird continues to lead development of programs worldwide. Before launching Village Capital, he worked with First Light Ventures, a seed fund focused on impact investments. Prior to First Light, he worked on the development of four education-related start-up ventures: the Indian School Finance Company in Hyderabad, India; the National College Advising Corps in Chapel Hill, North Carolina; and two ventures using technology to promote civic participation.

Peter Blake

Peter Blake is Director of the State Council of Higher Education for Virginia; he served as Interim Director in 2011 and as an Associate Director in the 1990s. As SCHEV Director, Blake is ex officio Chair of the Virginia Research Investment Committee (VRIC). He also has served as a Fiscal Analyst for the House Appropriations Committee of the Virginia General Assembly, as Deputy Secretary of Education and as Secretary of Education under Governor Mark Warner and as Vice Chancellor of Workforce Development Services for the Virginia Community College System. He is one of Virginia's seven Commissioners on the Education Commission of the States and recently served as Executive-Committee Chair of State Higher Education Executive Officers, the national association for heads of statewide postsecondary-ed governing, policy and coordinating boards.

Mary Lou Bourne

Mary Lou Bourne is Director of the Office of Technology Innovation and Economic Development at James Madison University and also is Executive Director of James Madison Innovations, the university's intellectual property non-profit corporation. She founded the TI&ED Office in 2005, incorporated JMI in 2008 and has been a key economic-development player for JMU since 2013. Bourne provides leadership over all aspects of moving JMU innovations into the marketplace, including developing strategies for marketing, licensing and commercializing IP through startup companies. She worked with local business investors in 2015 to create Shenandoah Valley Angel Investors, a network of private investors that helps fund tech startups in the Valley. Bourne is Chair of Virginia's University-Based Economic Development (UBED) group and served as Chair of the Shenandoah Valley Innovation Coalition and the Virginia Innovation Alliance.

Deb Crawford

Deb Crawford is Vice President for Research at George Mason University, where she is responsible for coordinating and overseeing the full range of the university's research activities. Previously, Crawford was President and Executive Director of the International Computer Science Institute, an independent non-profit research organization affiliated with UC-Berkeley. She also has served as Senior Vice Provost for Research at Drexel University and as the Deputy of the NSF Directorate for Computer and Information Science and Engineering. Crawford has conducted research in wavelength division multiplexed optical communication systems and in other high bandwidth photonic systems at the Jet Propulsion Laboratory, UC-Santa Barbara and AT&T Bell Labs. She received the Presidential Rank Award from the President of the United States in 2006 and 2010 for her contributions to science and science policy.

Jeff Gallagher

Jeff Gallagher is CEO of Virginia Bio, the statewide trade group of the life sciences industry. Virginia Bio connects and supports companies, universities, entrepreneurs, investors, students, clinicians, data scientists, service professionals and patients to accelerate the discovery, commercialization and clinical application of bioscience products and services. In this role, he is the industry's principal spokesperson before state and federal policy makers and to the public. He serves on numerous state and university tech commercialization grant review, policy and industry leadership panels. Previously, Gallagher was a co-founder, VP and General Counsel for Lyotropic Therapeutics, a small specialty pharma company. He was a co-founder and longtime Chairman of the Richmond-based nonprofit World Pediatric Project, and he chairs its Richmond Board.

Mark Gignac

Mark Gignac is Executive Director of the Institute for Advanced Learning and Research in Danville. He served previous as Interim Director and as Director of Research at the IALR. Gignac spent his early career building Engineering Design and Sales, Inc. (EDS), an electronics manufacturing business. He also founded, owned and operated Chartwell Homes LLC and Dan River Plants LLC. As an entrepreneur, Gignac consistently supported economic development activities necessary to transform the region. He also has been actively involved in the community, including serving as a member of the Danville City Council, Dan River Business Development Center, and the local venture capital fund.

Victor Iannello

Victor Iannello is CEO of Radiant Physics, a small company that develops and commercializes industrial technologies and medical devices. Previously, Iannello was CEO and Founder of Synchrony Inc., a tech company that developed magnetic bearings and high speed motors for turbomachinery. He also co-founded Synchrony Industrial Controls, providing automation products/services to advanced manufacturers. He holds patents related to magnetic bearings, motors, and instrumentation. Iannello has served as Board Co-Chair of the Valleys Innovation Council; Local Council Director of GO Virginia; Board Chair of Carilion Medical Center; Board Director of Carilion Clinic; Board President of the Roanoke Regional Partnership; Board Chair of the Roanoke-Blacksburg Business Council; and Board Chair of the Greater Roanoke Valley Development Fund.

Theresa Mayer

Theresa Mayer is Vice President for Research and Innovation and a professor of Electrical and Computer Engineering at Virginia Tech. Previously, Mayer was a distinguished professor of Electrical Engineering and the Associate Dean for Research and Innovation in the College of Engineering at Penn State University. She also served as the Site Director of the NSF National Nanotechnology Infrastructure Network, which enabled nanotechnology research and technology transition from academia to industry. Concurrently, Mayer was an Associate Director of the Penn State Materials Research Institute, where she directed the Nanofabrication Laboratory and served on the leadership team of the NSF Materials Research Science and Engineering Center for Nanoscale Science. She is a fellow of the Institute for Electrical and Electronics Engineers; she has received numerous awards for her teaching and research, including the NSF CAREER.

Laura Naramore

Laura Naramore is Executive Director of Corporate Development at MITRE Corporation. An expert in corporate development and growth strategy for applied technology, professional services and developmental science activity, Naramore specializes in startups, brand development and performance turnaround. She possesses global experience in China, Europe and the Americas. At MITRE, Naramore develops or evaluates science- and technology-based investments and projects in collaboration with academic, commercial and government partners. She seeks operationally effective and programmatically feasible opportunities to advance national security interests. She is a strategic investment advisor to the CEO. Previously, she worked in venture capital and commercial sector business development.

Todd Nuckols

Todd Nuckols is Executive Director and founder of Lighthouse Labs, a business accelerator offering grants and mentorship to startup companies in the Richmond region. Nuckols has worked for over 20 years as a founder and manager of four tech startup businesses in the mobile, analytic and business-intelligence sectors. He was Vice President of Product Development for LocusOne Communications and later co-founded EnterBridge Technologies, serving initially as Chief Technology Officer. In 2006, he founded Zua Scene, a semantic web intelligence solution that led to a collaboration with GoCanvas Solutions, where he serves on the Board of Advisors. Nuckols developed one of the earliest implementations of embedded Cognos in the cloud and led research on adapting EnterBridge's pricing engine to modern big data frameworks.

Ram Ramasubramanian

Melur 'Ram' Ramasubramanian is the Vice President for Research at the University of Virginia. He also holds a tenured appointment as Professor of Mechanical and Aerospace Engineering. He is responsible for developing and implementing strategies for growing the research enterprise at the University. He joined UVa from the National Science Foundation, where he was a Program Director for the Engineering Research Centers (ERC) program. He has held faculty positions at Clemson and North Carolina State and a research position at the Georgia Pacific Innovation Institute. At NSF, he managed the flagship interdisciplinary program, IGERT and successfully transformed the program into the newly deployed NRT program. He is a senior member of IEEE and is a recipient of the NSF Director's Award and a Fulbright Fellowship.

Todd Stottlemeyer

Todd Stottlemeyer is CEO of the Inova Center for Personalized Health, leading development and growth of all activities on the ICPH campus, including the cancer and translational medicine institutes. He also provides leadership for Inova's overall research efforts, the Strategic Investment Initiative, the Personalized Health Accelerator and government relations. Previously at Inova Health, Stottlemeyer was Executive Vice President, responsible for info tech, biomedical engineering, innovation, international business, compliance, risk, legal, communications, government relations, community affairs and philanthropy. Before returning to Inova, he was CEO of Acentia, LCC, a private-equity-backed provider of software, IT and management solutions. He also was a co-founder and CEO of Apogen Technologies; President and CEO of the National Federation of Independent Business; President of McGuireWoods Consulting; CFO of BTG; and member of the executive management team of BDM International. Currently, he serves as Rector of the Board of William and Mary.

Dubby Wynne, Chair

John 'Dubby' Wynne is the retired President and CEO of Landmark Communications Inc. Wynne serves as Chair of the Virginia Growth and Opportunity (GO Va) Board and is one of the Board's four representatives on the Virginia Research Investment Committee (VRIC), created statutorily in 2016 to spur commercialization of academic research, entrepreneurship and job creation. Wynne is Chair of the Board of the Hampton Roads Community Foundation and is heavily involved with Reinvent Hampton Roads; is a Founding Member of the Hampton Roads Business Roundtable; and is a member of the Virginia Business-Higher Education Council. He has served as Vice Chairman of the Council on Virginia's Future; as a member of the Board of Trustees of Princeton University; and as Rector of the Board of the University of Virginia. In 2006, he received a first citizen award from the National Governor's Association for Distinguished Service to State Government for his work creating and implementing the Council on Virginia's Future.



Board Policy #3

TITLE: Expenditures and disbursements from the Growth and Opportunity Fund

EFFECTIVE DATE: 04/10/2018

AUTHORITY: § 2.2-2487 of the Code of Virginia

POLICY STATEMENT: It is the policy of the Virginia Growth and Opportunity Board that disbursements are approved by the Board Chair before they are paid by the State Treasurer per the Code: “Expenditures and disbursements from the Fund shall be made by the State Treasurer on warrants issued by the Comptroller upon written request signed by the chairman of the Board.” To satisfy this requirement the Board Chair will sign off on a list of approved projects and their corresponding award amount after the Board meeting where the projects are approved. This will then authorize disbursement amounts by region and thus allow the support organizations to submit their remittances to DHCD for disbursement. Prior to the signature of the Chairman, the Director of DHCD will certify that the Board guidelines and the provisions of the Virginia Growth and Opportunity Act have been followed, and that the release of funds is subject to DHCD ensuring compliance with any conditions imposed by the Board or the contract with DHCD related to release of funds.

APPROVAL AND REVIEW: This Board policy was reviewed and approved on 04/10/2018.

SUPERSESSION: This Board policy is new.

DHCD DIRECTOR: Erik Johnston

