



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION  
REGIONAL COUNCIL 9

**REGIONAL COUNCIL 9  
MARCH 22, 2017**

**1:30 PM – 3:30 PM**

**Germanna Community College - Daniel Technology Center  
18121 Technology Drive, Culpeper, Virginia**

- |   |  |
|---|--|
| <b>I. Welcome &amp; Introductions</b>   | Brian Cole, Chair                              |
| <b>II. Adoption of Public Comment Process</b>   | Brian Cole                                     |
| <b>III. GO Virginia</b>   | Dubby Wynne, Chair<br>GO Virginia Board        |
| <b>IV. Approval of Bylaws</b><br><i>Attachment: Bylaws – pages 5-11</i>   | David Pettit, Vice Chair                       |
| <b>V. Terms of Council Members</b>  | Brian Cole                                     |
| <b>VI. Approval of Support Organization –<br/>Memorandum of Understanding</b><br><i>Attachment: MOU – pages 12-14</i>   | David Pettit                                   |
| <b>VII. 2017 Road Map</b><br><i>Attachment: Road Map – pages 15-18</i>  | Helen Cauthen,<br>Central Virginia Partnership |
| <b>VIII. Economic Growth &amp; Diversification Plan</b><br><i>Attachment: Growth &amp; Diversification Plan – pages 19-26</i>   | Helen Cauthen                                  |
| <b>IX. Initial Budget (March – June)</b>  | Brian Cole                                     |
| <b>X. Committee/Task Force</b><br>A. Nominating Committee<br>B. RFP Selection Task Force  | Brian Cole                                     |
| <b>XI. Next Steps</b><br>A. Council Meeting Schedule<br>1. April 20, 2017 – Council Member Orientation, Richmond<br>2. May 19 or 22, 2017 – RFP Selection Task Force Meeting<br>3. Week of June 3, 2017 – Full Council Meeting<br>B. Other Next Steps | Brian Cole                                     |
| <b>XII. Public Comment</b>  |  |
| <b>XIII. Other Business</b>   | Brian Cole                                     |
| <b>XIV. Adjourn</b>   | Brian Cole                                     |



**REGIONAL COUNCIL 9  
ORGANIZATIONAL MEETING  
FEBRUARY 13, 2017 – 11:30 AM**

**UVA Research Park, Town Center Two  
1001 Research Park Boulevard, 4<sup>th</sup> Floor, Charlottesville**

**Attendees:** Brian Cole, Chair (LexisNexis), David Pettit, Vice Chair (Lenhart Pettit), Supervisor Fitzgerald Barnes (Louisa County), Chip Boyles (Thomas Jefferson Planning District Commission), Suzanne Jessup Brooks (Pepsi-Cola Bottling Company), Steve Carter (Nelson County), Tom Click (Patriot Aluminum Products), Jim Cheng (CAV Angels), Ed Dalrymple (Dalrymple Holdings), Bryan David (Orange County), Supervisor Gary Deal (Culpeper County), Steve De Jong (Lohmann Specialty Coatings), Miles Friedman (Fauquier County), Ray Knott (Union Bank), Patrick Mauney (Rappahannock-Rapidan), Leigh Middleditch (McGuire Woods), Steve Ray (Piedmont Workforce Network), Ed Scott (EcoSeptix Alliance), Cheryl Thompson-Stacy (President Lord Fairfax Community College), Michael Straighttiff (Alternate for Teresa Sullivan, University of Virginia), Andy Wade (Louisa County)

**Guests:** Bill Shelton (Director of VA Department of Housing and Community Development), Marie Schiller (Comcast), Neil Williamson (Free Enterprise Forum), Megan Mathewson (NBC29), Pace Lochte (UVA), Aaron Richardson (Charlottesville Tomorrow), Christian Goodwin (Louisa County), Ann Mallek (Albemarle County), Jason Smith (Fluvanna County), Debora Flippo (Draper Aden), Craig Kotarski (Timmons Group), Jennifer Ridley (Comcast), Alicia Pitorri (Bank of America), Nathan Daugherty (Comcast)

**Staff:** Helen Cauthen, Phil Geer, Debi Pettry (Central Virginia Partnership)

**I. Welcome & Introductions**

Brian Cole opened the meeting and the Board went around the table and introduced themselves to one another. After introductions, Brian Cole welcomed Bill Shelton. Bill Shelton is Director of Virginia's Department of Housing & Community Development and has served as director for 18 years of his 38 year state government career. He is responsible for management and policy oversight of the agency which provides community development and housing program support, and his agency is staff to the GO Virginia Board.

**II. GO Virginia Overview**

Bill Shelton presented an overview of GO Virginia (see attached Power Point). GO Virginia is a bipartisan, business-led initiative that will provide a new framework for strengthening the economy in each Virginia region through enhanced collaboration by business, education, and local government that is incentivized and encouraged by the state. He explained that GO Virginia is built on the premise that regions are the organizing base for economic development. Virginia has been too reliant on federal spending and is losing high-paying jobs. GO Virginia is intended to provide a way to expand Virginia's economy and encourage an innovation-based economy.

Mr. Shelton explained the bill was passed by the General Assembly last session and became law on July 1,

2016. Final appointments to the GO Virginia Board were made in August, and the first GO Virginia Board meeting was in October. In December, that Board approved the boundaries for 9 Regional Councils. At the upcoming March meeting, Bill expects that most, if not all, Regional Councils will be certified and the guidelines approved for the Economic Growth and Diversification Plan. Grant funding may be awarded in April to start implementation.

Mr. Shelton mentioned that funding has been reduced from the original \$35 million. He stated that \$7.5 million has been added back by both Houses so that the total amount of funding is expected to be \$28.5 million for projects.

Mr. Shelton reviewed the process of project approval. Projects initially will be proposed to a Regional Council. The Regional Council will determine if the project fills a gap and/or is a strategic priority for our region, and send approved projects to the GO Virginia Board for consideration. In response to a question about who will be the fiscal agent for projects, Mr. Shelton replied that the support organization or one of the participating localities can handle the fiduciary responsibility. Mr. Shelton also shared that the Regional Council does not need to be set up as a legal entity. Regardless of structure, the Councils are subject to FOIA, with an exemption for economic development project deliberations, and meetings require public notice.

### **III. GO Virginia Timeline**

Mr. Cole reviewed the GO Virginia timeline presented in the packet.

### **IV. Preliminary Approval of Bylaws**

David Pettit reviewed the draft bylaws. There was much discussion about membership terms and filling vacancies. Mr. Pettit explained that staggered terms were required and pointed out that accepting a shorter term does not impact a member's ability to be re-appointed when their term expires. For example, Mr. Pettit explained that most one-year term members may reapply and likely be approved for a full three-year term. **After discussion of terms, a motion to approve the preliminary bylaws was made by Suzanne Brooks and seconded by Bryan David. Motion carried.**

### **V. Selection of Chair and Vice Chair**

Brian Cole proposed that he would serve as Chair and David Petit as Vice Chair until June 30, 2017. He opened the floor for any other nominations. No other nominations were made from the floor. **A motion to approve Mr. Cole as Chair and Mr. Pettit as Vice Chair was made by Bryan David and seconded by Steve Carter. Motion carried.**

### **VI. Letter of Intent**

This document included in the packets details how the CVPED planning team went through the selection process of Regional Council 9. Any changes should be submitted to Helen Cauthen as soon as possible as the letter of intent is due on Friday, February 17. **A motion to approve the submission of the Letter of Intent to the Go Virginia Board was made by Leigh Middleditch and seconded by Suzanne Brooks. Motion carried.**

### **VII. Selection of Initial Administrative and Fiscal Agent**

Helen Cauthen explained how the Partnership's region aligns with GO Virginia boundaries. She explained that Partnership is the fiscal and administrative agent for the Piedmont Workforce Network (PWN), which has the exact same footprint as Regional Council 9. The Partnership has facilitated GO Virginia to this point because the Partnership Board thought that it made sense for them to do it as a service to the region. The Partnership is offering to serve as the support organization for GO Virginia Regional Council 9. The Partnership does get a comprehensive audit in compliance with OMB's Uniform Guidance every year and is very comfortable with managing federal funds.

**VIII. Next Steps**

Brian Cole reviewed the “next steps” listed on the agenda. The Council was asked about the possibility of alternating meeting locations between PD-9 and PD-10 to share the travel burden among the members. Members of the Council agreed that the locations should alternate. Discussion ensued about Stephen Fuller of George Mason coming to speak to the Council about state economics and how to measure growth. Dr. Terry Flower may also be able to speak (heir apparent to Stephen Fuller).

**IX. Adjourn**

Brian Cole adjourned the meeting at 1:00 PM.

*Virginia Growth and Opportunity Regional Council*

**REGION 9**

**BYLAWS**

**ARTICLE I PURPOSE**

The Virginia Growth and Opportunity Region 9 Council (hereafter referred to as “Council”) is a public body certified by the Virginia Growth and Opportunity Board (Board) to receive grants pursuant to Code of Virginia section 2.2-2485 the Virginia Growth and Opportunity Act (hereafter referred to as “GO VA”). The Council will be supported or affiliated with an existing or newly established organization that engages in collaborative planning and execution of economic or workforce development activities within a region to support the Council’s activities and to ensure proper administration of the Council’s funds.

The Virginia Growth and Opportunity Regional Council, Region 9 consists of the geographic boundaries of Virginia Planning District Commission Regions 9 and 10 that include the counties of Albemarle , Culpeper, Fauquier, Fluvanna, Greene , Louisa, Madison, Nelson, Orange, Rappahannock and the towns within these counties and City of Charlottesville.

**ARTICLE II DUTIES AND RESPONSIBILITIES**

Section 1 Duties of the Regional Council

The Council shall:

1. Work in a collaborative manner, respecting all points-of-view, while soliciting and reviewing proposed projects for recommendation to the Board.
2. Demonstrate extensive knowledge of the region’s potential for growth that lead to high paying jobs. Identify economic/regional projects that support or encourage collaboration and yield significant new job creation deliverables.
3. Review and understand the authority, governance, and administrative role of the Board in certifying qualified regions and regional councils; including how the Board develops and implements guidelines or procedures for such certification.
4. Partner with local governments and existing or newly established economic/workforce development organizations to create a focused collaborative project or programs consistent with the Council’s economic growth and diversification plan.
5. Identify the region’s economic growth potential independently or in partnership with neighboring regions. Identify the competitive advantages for collaboration with private-sector investments and educational opportunities to accelerate job growth/economic development.
6. Advise the Board on best practice initiatives, projects, strategies, etc. that encourage collaboration and yield measurable outcomes for job growth and income in the region.
7. Have the authority to enter into agreements through (a) support organization(s) including the Central Virginia Partnership for Economic Development (CVPED) in order to pursue the goals and objectives of the Virginia Growth and Opportunity Act pursuant to the Code of Virginia and guidelines adopted by the Board.

8. Adhere to the Freedom of Information Act (FOIA) and the Conflict of Interest Act (COIA) except as exempted pursuant to §2.2-3711.A.48 of the Code of Virginia.
9. Provide for public participation as directed by the Code of Virginia and the Board and through any public participation policies of the Council.
10. Conform to guidelines and policies as adopted by the Board.

**ARTICLE III MEMBERSHIP**

1. The Council shall include representatives from (i) the education sector, including school divisions, community colleges, public institutions of higher education, and private institutions of higher education as appropriate; (ii) the public economic and workforce development sector; (iii) local government; (iv) planning district commissions; (v) nonprofit organizations; and (vi) other entities that significantly affect regional economic or workforce development. Membership may include one or more non-legislative citizen members of the Board from the region. A majority of the members of the Council shall be from private sector with demonstrated significant private-sector business experience. The Council shall be chaired by a citizen member from the region with significant private-sector business experience.
2. The Council will consist of twenty-three (23) members. The Board will approve the member selection process, structure, composition, and leadership to meet the requirements of Code of Virginia section 2.2-2485 of the Virginia Growth and Opportunity Act and the guidelines set forth by the Board. Council members will be recruited and selected to preserve the diversity and balance necessary to enable the Council to provide policy guidance on the broad spectrum of regional economic issues. Council membership is subject to Board review and approval.
3. Each Council member shall be entitled to one equal vote.
4. Council members receive no compensation.
5. Members of the Council shall include:

**PRIVATE SECTOR SEATS - 12**

Chambers of Commerce (4)

Each chamber of commerce in the region may nominate private sector business persons to serve on the Council. The Council will select private sector members from the chamber of commerce nominations. Small businesses of less than 50 employees and larger businesses must be considered.

- Member 1 Charter term – 1 year
- Member 2 Charter term – 2 years
- Member 3 Charter term – 3 years
- Member 4 Charter term – 3 years

At-Large Private Sector (5)

Nominations will be solicited from the public for at-large private sector Council members. Local business organizations may make nominations, business leaders may nominate themselves, and business leaders may nominate other business leaders for the Council. Unfilled at-large positions will be considered from chamber of commerce nominations. Private sector members should

include owners of businesses, chief executives or senior executives with local decision-making authority. The Council shall select at-large private sector members from this pool of nominations. Small businesses of less than 50 employees and larger businesses must be considered.

- Member 1 Charter term – 1 year
- Member 2 Charter term – 2 years
- Member 3 Charter term – 2 years
- Member 4 Charter term – 3 years
- Member 5 Charter term – 3 years

Central Virginia Partnership (CVPED) Board Members (2)

The CVPED Board will appoint from its membership two private sector members to the Council.

- Member 1 Charter term – 3 years
- Member 2 Charter term – 2 years

Piedmont Workforce Network (PWN) (1)

The PWN Board Chair shall serve ex-officio on the Council. The PWN Board Chair may appoint another private sector Board member to serve in his/her place.

**PUBLIC SECTOR SEATS – 11**

Regional Commission Directors (2)

The executive directors of the Rappahannock-Rapidan Regional Commission (RRRC) and the Thomas Jefferson Planning District Commission (TJPDC) shall serve ex-officio on the Council.

Localities/Elected Officials (4)

The Rappahannock-Rapidan Regional Commission (RRRC) and the Thomas Jefferson Planning District Commission (TJPDC) shall each appoint one elected official and one chief administrative officer from the local governments (Town, City, or County) of its region to serve on the Council.

- Elected Member 1 Charter term – 1 year
- Elected Member 2 Charter term – 2 years
- CAO Member 1 Charter term – 1 year
- CAO Member 2 Charter term – 2 years

Educational Institutions (3)

The President of the University of Virginia shall appoint one representative to serve on the Council.

The Presidents or Chief Administrative Officers of Piedmont Virginia Community College, Germanna Community College and Lord Fairfax Community College shall collectively appoint two representatives to serve on the Council.

- UVA Member 1 Charter term – 3 years
- CC Member 1 Charter term – 2 years
- CC Member 2 Charter term – 3 years

Local Economic Development (2)

The city and county economic development officers from the Rappahannock-Rapidan Regional Commission (RRRC) shall select one representative to serve on the Council. The city and county

economic development officers from the Thomas Jefferson Planning District Commission (TJPDC) shall select one representative to serve on the Council.

Member 1 Charter term – 1 year

Member 2 Charter term – 2 years

4. Council members shall have knowledge of workforce and economic development matters.
5. Charter Council members shall be assigned initial terms and confirmed by the Council. Charter appointment terms of less than three years do not contribute to the term limit of no more than two (2) consecutive three year terms.
6. Council members shall serve staggered three-year terms as determined by the Council. Council members, excluding Ex-Officio members and immediate past Chair/Vice-Chair, shall not serve more than two (2) consecutive three year terms. A Chair/Vice-Chair who has reached his or her term limit may serve another consecutive term. Charter appointment terms of less than three years do not contribute to the term limit of no more than two (2) consecutive three year terms.
7. A vacancy on the Council shall be filled per guidelines established by the Board as carried out by the Nominating Committee referenced in Article VI of this document. [The person selected to fill a vacancy shall meet the qualifications for the vacant seat as set forth above in this Article VI, in consultation with the designated stakeholders as applicable.](#)
8. Members of the Council who subsequently no longer hold the position that made them eligible Council members may continue to serve on the Council as long as their new position falls in the same category outlined above.
9. A Council member may be removed by the Board with a majority vote. The reasons for removal must be documented by the Board. A Council member may also be removed by the Council by vote of two thirds (2/3) of the members of the Council.

#### **ARTICLE IV MEETINGS**

1. Regular meetings of the Council shall be held no less frequently than quarterly. The Council shall adopt an annual schedule for regular meetings. Revisions to the schedule of meetings of notice of time, location and purpose shall be given to all Council members at least 30 days prior to the date of meeting. The Chair may cancel or reschedule a regular meeting due to a lack of quorum, lack of business or other special circumstances.
2. The annual meeting of the Council shall be the regular meeting in June except that the date, time and place may be otherwise determined by the Chair.
3. Special meetings of the Council shall be held at the call of the Chair or upon the written request of one-third of the Council members stating the purpose for such special meeting. The call to a special meeting shall be given at least 24 hours prior to the meeting. The media shall be notified at the time of the call.
4. The Council will meet all of the Code of Virginia public meeting requirements (§2.2-3707). Meetings will be publicly noticed a minimum of three business days in advance of the meeting.

5. Attendance of a majority of Council members shall constitute a quorum and, unless a greater proportion is required by the Board or these Bylaws for a particular act/vote, the majority (super majority) vote of the Council present and voting at any meeting, at which there is a quorum, shall constitute the Act of the Council.

#### **ARTICLE V PARLIAMENTARY PROCEDURE**

1. In all matters of parliamentary procedure not specifically covered by these bylaws, Roberts Rules of Order 11 ed. for Small Boards with preference to Roberts Rules of Order, Newly Revised In Brief, 2<sup>nd</sup> Edition 2011 shall be observed.
2. Specifically covered procedures include:
  - a. Except where indicated otherwise in these bylaws, all actions of the Commission shall be approved by a majority vote of the members present and voting.
  - b. Members are not required to obtain the floor before making motions or speaking, which they can do while seated.
  - c. There is no limit to the number of times a member can speak to a question.
  - d. Informal discussion of a subject is permitted while a motion is pending.
  - e. The presiding officer need not stand while putting questions to a vote.
  - f. The presiding officer may speak in discussion without rising or leaving the chair.
  - g. Informal discussion may be initiated by the presiding officer.
  - h. Subject to rule or custom, the presiding officer can make motions and vote on all questions.
  - i. Motions are in order to close or limit debate, including limiting times one can speak on a motion.
  - j. Decisions may be made by unanimous consent or consensus, rather than by formal vote. Unless there is unanimous consent, all actions must be approved by vote.
  - k. Presiding officer shall restate motion before voting.

#### **ARTICLE VI ORGANIZATION**

1. During the inaugural meeting, the Council shall elect from among its members, all organizational officers. The Chair and Vice Chair shall be a Council member with significant private-sector experience. The inaugural partial year term of officers shall not be subject to the term limits found in Article VI Section 3 and Section 7 of these bylaws.
2. The Chair shall preside over all meetings. The Vice-Chair shall preside over all meetings in the absence of the Chair.
3. The elected officers of the Council shall be a Chair, Vice Chair, Secretary and Treasurer. The officers of the Council shall be elected and take office at the annual meeting. Their terms shall be for a period of one year commencing at the end of the annual meeting and terminating at the next annual meeting or until their successors are subsequently elected.
4. The Chair shall preside at all Council meetings, shall sign all acts or orders necessary to carry out the will of the Council, shall have the authority to assign routine administrative functions to the assigned staff, shall be eligible to vote on all matters before the Council, and shall have the generally recognized powers and duties of the office of Chair or president of an organization.

5. The Vice Chair shall serve as Chair in the absence or disability of the Chair. In the case of a vacancy in the office of Chair, the Vice Chair shall assume the Chair's duties until a new Chair is elected to fill the unexpired term.
6. A vacancy in an office shall be filled for the unexpired term by the Council at the next regular meeting following occurrence of the vacancy, except that no such action shall be taken unless placed on the agenda and mailed to all members. A member elected to fill an unexpired term may be elected to a successive full term.
7. The Chair and Vice Chair may succeed themselves in office for no more than one additional term.
8. At its regular meeting immediately prior to the annual meeting, the Chair shall appoint a nominating committee consisting of at least two Council members. At least 10 days prior to the annual meeting, the nominating committee shall send to each Commission member a list containing the name of one nominee for each elected office. Additional nominations may be made from the floor during the meeting at which the election is held.
9. The Secretary and Treasurer need not be members of the Council, and may succeed themselves in office.
10. The Secretary shall prepare and maintain permanent written record of all Council proceedings, shall transmit notices and agendas to the membership, and transmit a copy of the minutes of each Council meeting to each member prior to the next regular meeting.
11. The Treasurer serves as the chair of the finance committee; manage, with the finance committee, the Council's review of and action related to the Council's financial responsibilities; work with the supporting organization to ensure that appropriate financial reports are made available to the Council on a timely basis; present the annual budget to the Council for approval; review the annual audit and provide answers to questions about the audit.

**ARTICLE VII        SUPPORT ORGANIZATION**

1. A support organization may be engaged to provide administrative, fiscal management, planning, project management or other assistance to the Council.
2. The support organization can be a new or existing organization with purposes and competencies including collaborative planning, economic development, or workforce activities within the region.
3. The support organization may provide data analysis, review of best practices, review and analysis of project proposals, and other duties as determined by the Regional Council.
4. The support organization will make project recommendations to the Regional Council for submission to the Board and will be responsible for monitoring the impacts of projects in carrying out the economic growth and diversification plan.
5. The support organization will be responsible for the receiving, use of, and auditing of funds received.
6. The support organization will have a contract with the regional council that provides for its role as outlined above.

**ARTICLE VIII SUBCOUNCIL ORGANIZATION**

1. The Council may appoint all subcommittees as deemed necessary to meet the Council requirements of COV 2.2-2485; the Virginia Growth and Opportunity Act and to fulfill the duties of the Council. In addition, the Council shall create an Executive Committee and a Nominating Committee. The Nominating Committee will present a slate of officers, potential new members and candidates to fill vacancies on the Council. [The Executive Committee shall have the power to exercise the powers of the Council where action is necessary or advisable to conduct the day-to-day business of the Council between meetings of the Council, subject to any limitations on the authority of the Executive Committee established by the Council. Actions of the Executive Committee shall be reported to the Council at its next meeting, and shall be subject to review by the Council. The Executive Committee shall not have the authority to act on requests for grants, or to authorize disbursement of funds other than for the purpose of conducting the day-to-day business of the Council.](#)
2. Each subcommittee shall appoint a Chair and set meeting dates, times and locations.
3. The duties of each subcommittee member shall be implied by the name and function of the subcommittee. Each subcommittee shall report to the full Council.
4. Subcommittee members may be either Council members or non-Council members. Subcommittee Chairs must be Council members.

**ARTICLE IX BYLAWS**

The bylaws shall not be amended, modified or replaced except by a majority action of the Regional Council in an official meeting. Action on amended bylaws may not take place at the meeting in which they are introduced. Action on amended bylaws shall take place a minimum of thirty days after their introduction. The bylaws shall be amended to conform to statutory requirements as required. The Board shall review and approve amendments to the Bylaws.

**ARTICLE X SEVERABILITY**

In the event that any portion of the bylaws is deemed invalid, the remaining portions shall remain in full force and effect.

**CERTIFICATION**

These bylaws were approved and adopted at a meeting of the Council by a majority vote on \_\_\_\_\_, 2017.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date



**MEMORANDUM OF UNDERSTANDING**  
**between**  
**GO Virginia Regional Council 9**  
**and**  
**Central Virginia Partnership for Economic Development**

**PURPOSE AND SCOPE**

GO Virginia is a new initiative of the Commonwealth of Virginia intended to grow and diversify Virginia’s economy and create jobs through state financial incentives for regional projects that encourage collaboration between private sector companies, workforce, education and government in each region. The GO Virginia Board has established nine regions. GO Virginia Regional Council 9, which consists of the localities in Planning District 9 (Counties of Culpeper, Fauquier, Madison, Orange and Rappahannock) and Planning District 10 (City of Charlottesville and Counties of Albemarle, Fluvanna, Greene, Louisa and Nelson), is charged with the implementation of the GO Virginia program for those jurisdictions (GO Virginia Program).

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Each Regional Council must be affiliated with or supported by a new or existing organization whose purposes and competencies include collaborative planning, economic development or workforce activities in the region. The purpose of this Memorandum of Understanding is for Regional Council 9 (COUNCIL) to articulate its expectations of the designated support organization, the Central Virginia Partnership for Economic Development (PARTNERSHIP), and for the designated support organization to acknowledge and accept these expectations.

**DELEGATION OF COUNCIL AUTHORITY AND RESPONSIBILITIES**

1. The COUNCIL hereby designates the PARTNERSHIP as its support organization and delegates to the PARTNERSHIP the power and responsibility to enter into contracts, subcontracts, and other agreements, to receive, expend, and distribute funds, to develop and evaluate procedures for financial management, and to hire, organize, and train the staff needed to carry out the responsibilities of the PARTNERSHIP in its capacity as the support organization for the COUNCIL.
2. The PARTNERSHIP agrees to disburse COUNCIL funds for allowable regional economic development activities in support of the GO Virginia Program on behalf of the COUNCIL. As required by law, these disbursements will be made by the PARTNERSHIP in accordance with the general and/or specific direction of the COUNCIL, provided that the purpose for the disbursement is allowable, authorized and documented.
3. The PARTNERSHIP will be compensated for necessary and reasonable administrative costs for performing the duties of the support organization as reflected in an operating budget which the PARTNERSHIP shall submit to the COUNCIL annually for approval.
4. The PARTNERSHIP acknowledges that no provision for profit is allowed and that any excess of revenue over its costs must be spent in compliance with GO Virginia Board regulations, policies and guidelines.

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**PARTNERSHIP’S FIDUCIARY REQUIREMENTS**

1. The COUNCIL expects the PARTNERSHIP to comply with federal and state law, regulation and policy established by the GO Virginia Board for the GO Virginia Program.
2. The COUNCIL expects the PARTNERSHIP to demonstrate good accounting practices and maintain an accounting system that will meet all the fund accounting and reporting requirements of the GO Virginia Board for the GO Virginia

Program. Funds belonging to the COUNCIL will be maintained in segregated accounts.

3. The COUNCIL expects the PARTNERSHIP to establish and manage an appropriate system for the award and administration of grants and contracts, including monitoring of grants and contracts for the GO Virginia Program.
4. The COUNCIL expects the PARTNERSHIP to enter into written grant agreements or contracts for the GO Virginia Program only as needed and when clear goals and obligations are established, and in accordance with the general or specific direction of the COUNCIL.
5. The COUNCIL expects the PARTNERSHIP to take prompt and appropriate corrective action upon becoming aware of any evidence of a violation of any regulations, policies and guidelines established by the GO Virginia Board for the GO Virginia Program, including immediate notification to the officers of the COUNCIL of such events.
6. The COUNCIL expects the PARTNERSHIP to make quarterly financial reports for the GO Virginia Program to the COUNCIL, and to provide additional reports of disbursement of the funds of the COUNCIL to the officers of the COUNCIL upon request.
7. An annual financial audit for the GO Virginia Program will be conducted in coordination with and as part of the PARTNERSHIP'S audit.
8. If requested by the COUNCIL, prior to expenditure or distribution of any funds for the GO Virginia Program, the PARTNERSHIP will obtain and maintain liability insurance satisfactory to the Council, at the COUNCIL'S sole cost and expense.

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#### **PARTNERSHIP'S ADMINISTRATIVE REQUIREMENTS**

1. The PARTNERSHIP'S work shall be performed in accordance with the regulations, policies and procedures of the GO Virginia Board.
2. The PARTNERSHIP'S administrative responsibilities are general program oversight and include project management and tracking and reporting of performance protocols.
3. The PARTNERSHIP will comply with the Virginia Conflict of Interest Act and the Virginia Freedom of Information Act in carrying out its administrative responsibilities pertaining to the Regional Council 9 it will.
4. The expectations identified in this MOU are not comprehensive nor intended to be. Instead, they establish a baseline set of expectations to guide the PARTNERSHIP in its role as the support organization for the COUNCIL.

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#### **MODIFICATION AND TERMINATION**

1. This MOU is effective when signed and dated by the duly authorized representatives of the COUNCIL and the PARTNERSHIP, and performance by each of the parties hereto shall continue from year to year until it is modified or terminated.
2. The arrangement described in this MOU may be cancelled or terminated without cause by either party by giving ninety (90) calendar days advance written notice to the other party. Such notification shall state the effective date of termination or cancellation and include any final performance and/or payment invoicing instructions/requirements. Upon termination, the PARTNERSHIP deliver all funds, records and other

property of the COUNCIL in accordance with the direction of the COUNCIL, and cooperate with a closing audit to be conducted at the expense of the COUNCIL.

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- 3. Any and all amendments to this MOU must be made in writing and must be agreed to and executed by the parties before becoming effective.
- 4. It is mutually agreed that if the State budget for the current fiscal year and/or any subsequent fiscal years covered under this MOU does not appropriate sufficient funds for the program, the arrangements described in this MOU shall be of no further force and effect. In this event, the COUNCIL shall have no liability to pay any funds whatsoever to the PARTNERSHIP and the PARTNERSHIP shall not be obligated to perform any of the functions on behalf of the COUNCIL described in this MOU for which the PARTNERSHIP is not reimbursed.
- 5. Each of the undersigned individuals represents that the terms of this MOU has been approved by majority vote of the COUNCIL and by the PARTNERSHIP, in accordance with its own organizational requirements.

**GO Virginia Regional Council 9**

By: \_\_\_\_\_  
Signature  
Brian Cole  
Printed Name  
Chair, Regional Council 9  
Title  
\_\_\_\_\_  
Date

**Central Virginia Partnership for Economic Development**

By: \_\_\_\_\_  
Signature  
Helen Cauthen  
Printed Name  
President  
Title  
\_\_\_\_\_  
Date



## GO VA Sequencing/2017 Road Map

- March
  - GO VA Board
    - EC meeting
      - Review RFP for regions to use to solicit work on G&D plan
      - Review budget and work plan from region
    - Board meeting
      - Certify Regional Councils
      - Approve guidelines for Economic Growth and Diversification Plan
      - Discuss performance metrics/Purpose
  - Regions
    - Develop preliminary work plan and budget for submission at 04/06/17 GO VA Board meeting – Due to DHCD 03/24/17
      - Final budget and work plan will be reviewed at June Board meeting once consultants are identified at each meeting
  - Staff
    - RFP out to hire University to develop baseline data for each of the 9 regions
      - Complete work with University conducting analysis for regions for baseline data by April 20
    - RFP out to consultants for preliminary analysis of opportunities and gaps for each of the 9 regions- jointly with VEDP
    - Develop model RFP for regions to use to solicit consultant for G&D plan (will be shared at April 20 event)
    - Orientation event agenda and details
    - Monthly update by region
- April
  - GO VA Board
    - 04/06/17- GO VA Board meeting
      - Review of work plan and budget from regions
      - Approve RFP for G&D plan
  - Regions
    - RFP to solicit consultant for G&D plan after orientation event
  - **April 20- Orientation Conference**
  - Staff
    - Develop administrative guidance document and preliminary contract with regions
    - Work with University to meet April 20 deadline for baseline analysis of regions- jointly with VEDP

- Work with university /consultant for preliminary analysis of priorities/opportunities for each region- jointly with VEDP
    - Operationalize workforce component and how to align money and research done by local boards
      - Target workforce that we need to drive the economy
      - Available workforce/drivers of workforce gaps
    - Monthly update by region
- May
  - GO VA Board
    - EC meeting
  - Regions
    - Initiate RFP for G&D plan consultants
    - Final proposals to be submitted for review by staff and GO VA Board prior to June Board meeting (will set date)
  - Staff
    - Finalize work with consultant for priorities/opportunities for each region
    - Develop report card/dashboard for performance metrics
    - Guidelines for evaluation of Growth and Diversification plan
    - Guidelines for project scoring (per capita and competitive)
    - Monthly update by region
- June
  - GO VA Board
    - 06/13/17 Board meeting
      - Final regional budget and work plan approval by Board (and funding)
      - Adopt evaluation criteria for evaluation of Growth and Diversification plan
      - Adopt scoring criteria for applications (per capita and competitive)
      - Discuss advisory committees
  - Regions
    - Growth and Diversification plan work
  - Staff
    - Guidelines for Collaborative Jobs Act
    - Technical Assistance to regions
    - Monthly update by region
- July
  - GO VA Board
  - Regions

- Growth and Diversification plan work
  - Staff
    - Guidelines for Collaborative Jobs Act
    - Technical Assistance to regions
    - Monthly update by region
- August
  - GO VA Board
    - EC meeting
    - Review Collaborative Jobs Act guidelines
  - Regions
    - Submit G&D plan to DHCD by 08/25/17
  - Staff
    - Review of G&D plans (review team TBD)
    - Technical Assistance to regions
    - Establish deadline for competitive applications
    - Monthly update by region
- September
  - GO VA Board
    - 09/12/17 Board meeting
      - Review/Approve G&D plans
      - Budget for next year
      - Staffing needs
      - Approve Collaborative Jobs Act guidelines
      - Approve competitive application deadline
    - EC meeting if add October meeting
  - Regions
    - Project development/applications
  - Staff
    - Process for submitting applications for formula based projects
    - Technical assistance to regions
    - Monthly update by region
- October
  - GO VA Board
    - October 16
    - Review project applications
  - Regions
    - Project development/applications

- Project implementation
  - Staff
    - Review projects
    - Technical Assistance to regions
    - Monthly update by region
- November
  - GO VA Board
    - EC meeting
  - Regions
    - Project development/applications
    - Project implementation
  - Staff
    - Draft Annual Report
    - Technical assistance to regions
    - Monthly update by region
- December
  - GO VA Board
    - Board meeting 12/12/17
      - Review/approve project applications for competitive funds
  - Regions
    - Project implementation
    - Project applications
  - Staff
    - Annual report due 12/01/17
    - Monthly update by region

## Economic Growth and Diversification Plan

The economic growth and diversification plan, to be developed with the initial Virginia Growth and Opportunity Funds (VGOF), is to be a document that each Regional Council will use to identify economic opportunities, needs, and challenges, establish priorities among those opportunities, and outline needed enhancements where GO Virginia grant funds can (a) support collaborative programs between at least two or more localities that will (b) lead to the creation of more higher paying jobs. Such jobs should be primarily based on sectors and clusters that ultimately generate new revenues from out-of-state sources. The plan will guide the Regional Councils in supporting programs that include, but are not limited to, efforts to (1) recruit and/or retain the talent needed in the region; (2) grow existing businesses, develop existing clusters, scale up small and mid-size companies; (3) establish start-ups from commercializing research and supporting entrepreneurs, and; (4) potential joint economic development activities. The implementation of these plans should focus on higher paying jobs (above the median wage) for the region that will bring new investment, enhance the competitiveness of the region, and diversify the economy of the region, in turn supporting the growth of the Commonwealth's economy. The plan should encourage innovation and be flexible to incorporate new ideas and opportunities that are identified by the Regional Council over time. Finally, the plans, and ultimately, the projects, should focus on activities that are sustainable and have the ability for long-term growth.

### Section I – Intent

GO Virginia is intended to facilitate regional collaboration to grow and diversify the economy through supporting projects leading to the creation of more higher paying jobs (primarily based on revenue derived from out-of-state sources) and addressing gaps in workforce and other factors that impact the success of growth and diversification programs at the regional level. Programs and projects recommended by the Regional Councils and approved by the Board shall be consistent with the regional economic growth and diversification plan. The plan should not specifically outline or limit the potential projects that could be later funded by the GO Virginia Board but instead serve as the guide for evaluating which potential projects best address the needs and opportunities identified in the plan.

Once a Regional Council has been certified, the Council will prepare a work plan and budget for the development of the economic growth and diversification plan that will be submitted to the GO Virginia Board, through DHCD, for approval and funding. The budget must specifically justify how funds are to be spent and the process used by the Regional Council to determine the requested funding amount.

As outlined in the state appropriations act, initial GO Virginia funds may be used to support organizational and capacity building activities. This includes identifying regional economic priorities and building upon baseline economic analysis to inform priority and opportunity identification and to provide a foundation for regional gap analysis of skill levels in the workforce versus the skills most likely needed over time based on expected employment and organizational changes.

It is also expected that some portion of these funds allocated to each region may be used for initial incremental costs associated with the establishment of the Regional Council. GO Virginia funds should not be used to supplant existing funds or other resources already available to assist the Regional Council

with the development of the plan, and the Board reserves the right to consider the amount of money allocated to administrative expenses, and the efficiency in minimizing administrative costs, in making its funding allocations to Regional Councils.

Each Regional Council may apply for an initial grant in FY 17, not to exceed \$400,000. Additional planning funds may be requested in subsequent fiscal years if appropriated by the General Assembly. Currently, an additional up to \$250,000 is available to each region in FY 18. Using the priorities outlined in these guidelines, the Board will determine the amounts to be distributed to each Regional Council. Funds not allocated to Regional Councils in the initial funding round may be reserved for either additional planning and analysis or other capacity building activities that benefit regions at the discretion of the Board.

## Section II - Match Requirement (Pending approval of budget)

Although a local match is not required for the grant in the first year to support the development of the regional economic growth and diversification plan, the Board will take into account work plans and budgets that have a local match, or other funds that may or have been available to support the development of the economic growth and diversification plan, in making its final funding allocations, up to the maximum provided for in the state budget, to a Regional Council.

## Section III - Growth and Diversification Plan

Each Regional Council shall develop and provide, to the Board for approval, a regional economic growth and diversification plan in accordance with these guidelines. Plans should be based on a realistic and empirically derived understanding of the regional economy and its potential. The plan should establish priorities for future use of GO Virginia project grants and take into consideration other studies and analyses related to development and validation of an economic diversification strategy as it relates to the creation of higher paying jobs. In developing the plan, Regional Councils are advised that the projects and programs which could ultimately be funded by the GO Virginia Board need only include two or more localities.

It is not the intent of GO Virginia to duplicate recently completed or ongoing strategic planning efforts, or to serve solely as an implementation model for earlier plans. This is not a regional strategic economic development plan, nor is the plan envisioned to be comprehensive in addressing all challenges that face a particular region, but instead, the plan should focus on priority areas that accomplish GO Virginia's goals. Participation in the process of conducting a critical analysis of regional issues and prioritizing potential actions is essential, so the plan is intended to seek input from impacted stakeholders, focus attention on critical issues of regional economic growth and diversification, and identify and prioritize opportunities that could be pursued. The analysis should challenge existing assumptions about the region's economy and inform the Council on how the region may develop growth opportunities. Efforts should also include identifying whether the appropriate conditions exist for a region to effectively realize the priorities and strategies outlined in the plan.

The Board, and its administrative support, will provide technical assistance and review, upon request, during plan development.

The plan will identify key needs and opportunities and suggest leadership within the Region to:

1. Promote private sector growth and objectively derived priority areas of opportunity in the region leading to higher paying jobs by strengthening and diversifying the region's economy based primarily upon on revenues derived from out-of-state sources.
2. Conduct a focused gap analysis to identify economic sector gaps and possible growth areas and assess workforce availability/gaps related to the opportunities and needs identified and in the plan and review the existing drivers of higher paying jobs in the economy. The analysis should focus on priority areas identified as part of the diversification plan and not needs across the entire regional economy. Regions should reference the Virginia Workforce Board/Regional Workforce Investment Board gap analysis and consider other relevant state level strategic plans that contain data and elements related to the priorities of the region.
3. Illustrate potential actions the collaborating business, education, government, and other stakeholders in the region could pursue to expand economic opportunity, grow and diversify the economy, and align worker training programs with the education and skills needed by employers and potential employers in the region that leads to the creation of higher paying jobs.

As previously outlined, the plan is not intended to outline the exact projects that could be funded by GO Virginia project funds; but instead, should serve as the framework to guide future decisions by the Regional Council and the Board in determining which potential projects might address the plan's priorities and other statewide goals established by the Board.

### Section III (A) - Requirements

At a minimum, and to assist with establishing baseline data for further evaluation, the plan should include the following elements:

1. Data on growth of the region- including both historical trends and comparative data to other similar regions, the state, and the nation, including:
  - a. Annual change in average personal income since 2006 (household income per Census, or BEA personal income)
  - b. Growth of key employment sectors since 2006
  - c. Job growth year by year and cumulative since 2006
  - d. How changes in employment and wage patterns have impacted regional economic growth since 2006 (i.e. the multiplier effect of jobs/wages lost or gained)
  - e. Identify commuting patterns into and out of the region and the impact of such a patterns on the ability to attract and or retain high paying jobs
  - f. Change in the number of jobs supported through revenues derived from out-of-state sources
2. Identify significant drivers of the existing economy and growth trends of these drivers
3. Identify existing efforts to diversify and grow and/or retain higher paying jobs and to enhance access to such jobs.

4. Identify existing or potential business sectors or clusters which can lead to sustainable, scalable, future growth in the region and the process used to select those sectors or clusters including how growth in them can be achieved. The identification of such sectors or clusters must be based on empirical data and which is based on results that are realistic given the drivers of the region's economy.

For purposes of the plan, a cluster is a group of companies in a business sector with an affiliated supply chain, the relationships between and among industries in a region that support economic growth, workforce training resources, and other related assets.

5. Identify workforce gaps in the availability of immediately employable talent in both the existing significant drivers of the economy as well as the suggested sectors or clusters and prioritized opportunity areas.
  - a. If a gap exists, identify current efforts to address, being specific as to the skills/credentialing/experience/education required and whether these efforts are adequate to address the shortage. Activities to import talent from outside Virginia to address gaps should also be considered.
6. Commuting patterns (both existing and potential) for the workforce to other regions/states and whether such activity affects the region's ability to attract and or retain high paying jobs.
7. Identify intraregional economic differences and how the plan will address the goals of GO Virginia in a way that benefits all parts of the region.
8. Potential performance metrics as determined and defined by the Region based upon direction from the Board.

### Section III (B) – Guiding Principles

Following a review and summary of this baseline data, the plan should be guided by the following principles:

1. The Regional Council shall acquire the baseline understanding necessary to produce a factually informed understanding of the region's current economic structure and how that existing structure predicates the range of potential and likely opportunities available. This would include a review of current and relevant existing local and regional strategic plans to provide baseline information (including but not limited to Comprehensive Economic Development Strategies, Workforce Investment Board regional plans, state level industry, workforce, and economic development strategic plans, trade association plans).
2. Members of the Regional Council shall play an active role in reviewing and analyzing regional information; shall participate in completing a critical analysis of the region (including its economic structure, existing development programs as well as future needs and opportunities); shall participate in identifying and prioritizing the needs and opportunities; and shall identify potential actions to address those needs and opportunities.

3. The Regional Council may hire a consultant to assist in the development of the plan or direct the hiring of the consultant through the support organization.
4. The regional planning process is intended to help identify needs and opportunities and also outline a prioritized plan of action that shows measurable results over a two-year period. An outline about how these efforts can be sustained over a 5-10 year horizon should also be provided. The plan must be revisited, on no less than a biennial basis, to determine if adjustments are required to better meet regional needs or take advantage of new opportunities. The plan may be amended by the Regional Council at any time to address emerging opportunities or special needs. Such amendments shall be subject to review by the Board.
5. The plan will outline priorities for the region and identify how the region could undertake activities to grow existing business, fill gaps in existing sector presence, scale up existing companies (particularly around existing or emerging supply chains and clusters), support entrepreneurs, identify opportunities for the commercialization of research, and examine potential joint economic development activities. The plan should also assess the number of small and minority owned businesses, and promote their development in the region, if such activities lead to the creation of higher paying jobs.
6. The plan should address the elements outlined in the Growth and Opportunity Act and how strategies are aligned with other related programs including, as appropriate, the Virginia Research Investment Committee (VRIC), the Collaborative Jobs Act, and the State Council for Higher Education Virginia (SCHEV) credentialing program. In addition, the plan should address how it aligns with other statewide and regional plans that may relate to the identified strategies and projects.
7. The Regional Council shall provide for public participation and input from affected stakeholders to help identify regional needs and opportunities for cooperation. The method of receiving input and the information gained must be documented in the plan.
8. The role of the Regional Council and other relevant agencies and entities involved in the development of the plan and potential implementation of the plan should be considered. Potential sources of matching funds should be identified, though specific commitments and amounts are not required until applications are sought to support regional projects. Note that any requested funds from the Board must be matched with non-state funds, however, additional match (above the amount of match requested from the Board) from state sources is encouraged.

#### Section IV - Reporting Requirements

Each Regional Council will submit an initial report to the Board by July 1, 2017 that will include:

- a. Summary of Regional Council formation process, membership, and structure
- b. Details of the support organization
- c. A copy of the Bylaws
- d. A status update on the economic growth and diversification plan and how the region will approach developing the plan

To assist in the completion of the Board's annual report requirement, each Regional Council awarded a grant from the fund will submit an annual report to the Board by October 15<sup>th</sup>. The plan due in 2017 shall focus on progress made since the initial report on identifying projects that could be funded to address the needs and opportunities identified in the regional growth and diversification plan. Subsequent annual reports will include information about the following items:

1. Status report on region's overall progress in addressing the needs and opportunities identified in the region's plan for economic growth and diversification.
2. Assessment of the impact and outcomes from regional activities supported by grants from the Fund.
3. Performance metrics as identified in the economic growth and diversification plan and consistent with measures adopted by the Board
  - a. Performance measures should be accessible, realistic, and structured in a way that will drive decision making and enhance transparency.

Each Regional Council will certify to the Virginia Department of Housing and Community Development (DHCD) that it is in compliance with state disbursement requirements. DHCD will review the compliance of each Regional Council with the performance metrics established for individual projects and advise the Board on any actions that are taken to adjust or terminate funding for projects that do not fulfill these metrics.

## Section V -Evaluation Criteria

Prior to submitting the proposed regional economic growth and diversification plan to the GO Virginia Board for review and approval, DHCD will afford an opportunity for appropriate State Agencies to review and comment on the plan. The purpose of this review shall be to ensure sufficient empirical review and basis was used to justify the recommendations in each plan and alignment with overall state goals.

When making decisions about funding for each Regional Council to undertake its own, and the approval of such plan, the Board will evaluate the following:

1. The efficiency with which GO Virginia funds are spent by the Regional Council. Specifically, proposals should minimize the amount of funds allocated to overhead and administrative expenses.
2. The amount, if any, of any matching or other leveraged funds to support the plan development
3. Alignment of the proposed plan with the general statewide goals of GO Virginia and the performance metrics adopted by the Board
4. Opportunities for alignment with skills gap analyses and other workforce plans

## Section V – Useful Resources

The following resources may be useful in providing additional direction or data to regional councils in developing their plans:

- Virginia Growth and Opportunity Act - <https://lis.virginia.gov/cgi-bin/legp604.exe?161+ful+CHAP0779+pdf>
- Council for Virginia’s Future “Virginia Performs” industry cluster quadrant analysis - <http://vaperforms.virginia.gov/indicators/economy/economicDiversity.php>
- Virginia Economic Development Strategic Plan - <https://commerce.virginia.gov/media/3501/new-virginia-economy-12052014.pdf>
- Virginia Chamber of Commerce Blueprint Virginia plan - <https://www.vachamber.com/blueprint-virginia/>

## **GO Virginia Project Performance Metrics**

1. Total increase and growth rate in the number of high paying jobs in a region when compared to the baseline established in the plan (likely tied to changes in median personal income or other measures of regional economic growth)
2. Return on investment from GO Virginia funded projects (need to agree on a common model for measuring ROI)
3. Change in business sector/cluster mix compared to baseline established in the plan (to measure the success of regional economic diversification), includes the growth in prioritized clusters (number of new jobs, number of new companies, revenue growth (if available))
4. Percentage of job increases attributable to out-of-state revenue

### Pipeline Indicators

1. Number of small/mid-sized companies participating in cluster scale ups
2. Number of companies completing accelerator programs
3. Number of new startup companies
4. Job creation by companies less than 5 years old
5. Number of new companies resulting from patents/university intellectual property
6. Number of new joint and collaborative economic development projects
7. Trend in the cost of local government services per capita
8. Improvements related to in/out migration of workforce