



***2000 Square Miles of
Collaboration, Innovation & Productivity***

Encompassing the Cities of Bedford and Lynchburg
The Counties of Amherst, Appomattox, Bedford and Campbell
The Towns of Altavista, Amherst, Appomattox and Brookneal

STRATEGIC PLAN

Revised November 2007

Executive Summary

There are yet untapped opportunities to better coordinate regional services and help individual organizations become stronger and more effective in maximizing our resources for the betterment of the citizens and businesses in Region 2000. Community leaders and partner organizations are working together to see that these groups work smarter and more effectively in a Partnership environment that relies on the individual mission of each organization to accomplish common goals.

Ten localities and the vibrant business community within them have been known as Region 2000 for more than twenty years. Region 2000 has developed a strong reputation for regional cooperation, collaboration and innovation. The Region continues to be a distinctive region set apart from others in Virginia and a comfortable place to live and work. Businesses are attracted to Region 2000 because the cost of doing business is reasonable and there is a strong, reasonably priced labor market. Governments are sensitive to the needs of the business community and have worked to keep taxes and services balanced. Regional organizations are working together, innovatively, to better serve the communities and build stronger public/private partnerships.

The Region 2000 Partnership is dedicated to implementing and coordinating regional services that will improve the quality of life and build opportunities for individual, business and jurisdictional success among our four partner organizations. The Partnership serves as a voice of the region and as a focal point for regional policy development. The Partnership serves as a valued resource to local governments, businesses, educational institutions, and the non-profit community, who recognize themselves as partners and not competitors, in achieving regional goals.

The Six Partner Organizations

The **Economic Development Council** serves as a catalyst in creating more wealth in Region 2000 communities, better jobs and higher incomes for Region 2000 citizens, greater earnings for Region 2000 companies, and larger tax bases for Region 2000 communities.

The **Local Government Council** encourages and facilitates collaboration among Region 2000 local governments in addressing, on a regional basis, challenges and opportunities of greater-than-local significance.

The **Technology Council** helps create an environment that fosters innovation and growth within the technology sector of Virginia's Region 2000 by providing valuable services to Region 2000 companies, and assisting with the recruitment of technology-based firms to the Region.

The **Workforce Investment Board** helps to create and sustain an innovative system that produces a quality workforce committed to lifelong learning, which meets the evolving needs of the business community of Region 2000.

The **Young Professionals of Central Virginia** assists the region and the business community with the attraction and retention of young talent, recognizing that a qualified workforce is key to growth and innovation.

The **Center for Advanced Engineering and Research** focuses on the creation of a knowledge-based research hub in Region 2000. The CAER seeks to accomplish this by targeting growth industries and

high tech industries in Region 2000 and working to establish effective and beneficial relationships between these industries and major R&D centers that result in practical implementation of innovations in industry.



***Vision
Purpose and Mission
Values and Beliefs
Plan for the Future***

Vision

The Region 2000 Partnership will provide regional leadership to focus partner efforts on common goals through synchronized and integrated planning and action.

Region 2000 communities, citizens and businesses will manage sustainable growth and change to preserve the characteristics of the high quality of life; strengthen job, business, and wealth creation opportunities; be a welcoming community known for cooperation and creativity; and work together on issues to help the Region be a better place to live and work.

Purpose & Mission

The Region 2000 Partnership is dedicated to implementing and coordinating regional services that will improve the quality of life and build opportunities for success. The Partnership will serve as a voice of the region and as a focal point for regional policy development. The Partnership serves as a valued resource to local governments, businesses, educational institutions, and the non-profit community that recognize themselves as partners, and not competitors, in achieving regional goals.

Values and Beliefs

The Partnership believes in the value of cooperative action and is proactive in identifying and assessing emerging trends and cultural changes. Collaboration among regional organizations and localities is essential to success and requires the highest levels of leadership, trust, and integrity.

The Region's quality of life has many unique and desirable features. The Region's scenic natural setting, open space and farms, and historic resources are valuable assets. The small towns, Main Streets, and hometown feel of our cities are part of the uniqueness and attractiveness of the region. This along with recreational opportunities and tourism are important parts of our economic future. The Partnership will remain sensitive to preserving and enhancing these characteristics that are the hallmarks of the area.

The Partnership values a diverse business community and places the highest emphasis on strengthening local businesses and building new businesses through a climate that encourages existing business support, entrepreneurialism, technology, innovation and creativity.

The Region supports an inclusive and accepting community. Encouraging and expecting citizen comments and involvement is a basic value and supporting mechanisms to empower the disenfranchised to become independent and productive, including services in both urban and rural areas is important.

The Partnership values the input and creativity of young talent, recognizing that their leadership now will impact the future of the Region.

The Partner organizations value the expertise and contributions each of the Partners offer. By working together the Partnership is greater than sum of its parts for the benefit of the entire Region.

Plans for the Future

The Partnership is committed to supporting the region and communities, and will:

- Continue to promote opportunities to create wealth. Quality of life is dependent on the success of our businesses and the opportunities a strong economy affords our citizens. Supporting positive, identified economic development that yields higher paying jobs matching our plan for growth is essential.
- Strengthen our economy by providing mechanisms that support existing businesses and recruiting compatible businesses that complement the existing business community and entrepreneurial activity.
- Work on further development of a diverse workforce and support opportunities for attracting, building and maintaining a strong employee base that meets the needs of the region. This includes educational opportunities for all segments of the workforce as well as a renewed emphasis on attracting and retaining highly skilled professionals of all ages.
- Emphasize commitment to education as one of the highest priorities for the region and support the education community in preparing our citizens and workforce for jobs at all levels. Supporting the educational system, especially post-secondary education and research capabilities, is critical to the long term success of our region's economy. This should include comprehensive opportunities for all career levels and all career tracks to prepare our emerging workforce for employment.
- Work to manage sustainable growth and change to preserve those characteristics that the Region values and seeks to sustain, including planning for and supporting infrastructure development for the scale and types of communities desired, and balancing jobs and housing with tax effort and tax base.
- Market the Region nationally, as a great destination for talent to relocate for superior quality of life, low cost of living, a rewarding career and numerous opportunities to get involved and impact the Region.
- Help each community be better off in the future than today by having meaningful conversations with all partners on a regular basis. By doing so, we can best leverage opportunities that we all have in common.



The Current Situation

Virginia's Region 2000 Partnership Analysis

The Region and its communities have numerous strengths that make this a highly desirable place to live, work and recreate. Region 2000 offers urban amenities with services and opportunities for commerce, and also rural amenities with beautiful farms, mountains and rivers. Partnering organizations have a good standing in the community and a good track record of cooperation, accomplishment and innovation. However, the Region 2000 partners recognize there are yet untapped opportunities to better coordinate our regional services by:

- Making individual organizations stronger by building a more effective presence with regional services
- Working smarter in a partnership environment
- Valuing the individual mission of each organization and providing important new linkages
- Sharing resources and responsibilities to more effectively serve the region
- Creating an identity for the partners outside of their respective constituencies about what Region 2000 is and its potential

Leadership opportunities abound to move the region forward through innovative approaches which address our regional issues. The framework of the Partnership offers an opportunity to coordinate regional goals, develop a common direction for the region, and avoid duplication of services and costs as operations come together under one roof.

Economic Development Council (EDC) - Analysis

Throughout its twenty years of service the EDC has created a broad understanding of the importance of regional economic development and has stimulated critical municipal investments in staffing and infrastructure. The EDC and municipalities have evolved to understand that beyond attracting new businesses, our regional strengths (e.g., recruiting and retention assets, excess water and sewer, growing college student base, productive workforce, wireless test facility, technical training capacity at Central Virginia Community College, highly appreciated quality of life, historical private sector, business "culture") are critical to our success. These and other key assets have worked to keep existing businesses here and attract new businesses from the outside.

Though the regional economy is vigorous, there exist weaknesses in both infrastructure and governmental organization:

- The Region faces the same transportation constraints as three decades ago (inadequate highways and air service)
- No locally based university engineering and/or research capacity to support basic manufacturing and service businesses

- Inadequate attention to recruiting and developing a workforce necessary to keep businesses productive and competitive
- Lack of a complete range of buildings/prepared sites requisite for capitalizing on the best opportunities
- Obstacles at the local and state levels which make regional economic development approaches extremely difficult and force localities into contentious competition

The future regional economy could benefit from further leveraging strengths and overcoming weaknesses to make Region 2000 the business location of preference in Virginia. As identified in the 2006 work program of the Economic Development Council, the region should:

- Build on the assets of strong nuclear, wireless, and niche manufacturing industries by creating a resident research function (Center for Advanced Engineering and Research – CAER)
- Create a compelling location advantage for targeted new businesses through aggressive workforce recruitment and training while strengthening existing businesses
- Establish a “pipeline” of students in our public schools and colleges
- Create a comprehensive, model workforce development program

If Region 2000's goal is to include retaining what we already have, expand on this base, and bring desirable new development to our communities, Virginia's Region 2000 Partnership, the Economic Development Council, and each of the localities must be alert and prepared to respond to some very real threats:

- Complacency resulting from generally “good economic” times
- Lack of attention to workforce requirements
- Insufficient support for the CAER, and a reluctance to provide other necessary infrastructure
- Aggressive siphoning of our workforce by surrounding communities and states if we do not provide the support required by our employers
- Diminution by one or more localities for support of regional economic development resulting in friction among communities

All of these threats can be successfully addressed by strong regional leadership; the lack of which will surely relegate us to an “economic backwater” status as other regions progress.

Local Government Council – Analysis

Localities in Region 2000 have a tradition of trust and cooperation as they work together to find cost effective solutions to common problems; actively cooperating on projects such as emergency communications, jails, utility infrastructure and planning, and solid waste management. Elected and appointed officials openly communicate in order to increase understanding of local and regional issues. Citizens in Region 2000 place confidence in their local officials and generally feel that their communities are governed by competent, professional managers/administrators and dedicated elected Council/Board members who efficiently budget their tax dollars.

However, Regional localities face several challenges:

- Virginia's system of independent counties and cities increases the difficulty for land use planning and economic development cooperation on a multi-jurisdictional scale
- Planning between Counties, Cities and Towns is a difficult process due to the lack of planning and financing tools localities have for inter-jurisdictional development
- There is little experience with regional revenue sharing programs; use has been limited to Bedford City/County and a new effort by Lynchburg and Campbell County

- A delicate balance must be maintained between preserving the regional attributes dear to citizens (friendly people, beautiful vistas and open space, navigable roads, family-friendly communities, energy filled colleges/universities, sense of place, etc.) and developing the amenities essential to regional business growth (development of open space, increasing roadways, etc.)
- Wealth from growth can occur in selected areas of counties and region creating "have and have-not" areas both within jurisdictions and when looking at the region as an entity.

Technology Council - Analysis

Over the past four years, the council has made great strides to create an environment which fosters innovation and growth within the technology sector of Virginia's Region 2000. This council provides valuable services to local companies while assisting with the recruitment of technology based opportunities. Accomplishments in networking, event offerings, education, and promotion have been duly noted within the business community and have helped to launch new initiatives (Center for Advanced Engineering and Research) which create value and opportunities for explosive growth in the region's technology sector.

Defining technology and the role of the Council has not been an easy task. While the technology council has been a clearing house for all things technology in the past, the mission and objectives have steadily become much more narrowly focused. Today, the Technology Council's role in the community can be summed up in three major areas:

- Network and promote the technology sector
- Develop a technology focused Workforce Pipeline for current and new employers in Region 2000
- Advocate for technology businesses

While Virginia steadily leads the nation in new technology jobs and company growth, there is great disparity in the technology communities that comprise the commonwealth; ten technology regions have been established. Each region is different, with its own focus and objectives for growth. Region 2000's can best be summarized as one which is "user heavy but poised for growth".

Technology companies can be defined in three broad categories:

- Producers - Companies that produce or sustain technological goods or services
- Innovators - Companies that help to open up new lines of research or advance existing technology
- Users - Companies that heavily rely on technology to sustain or grow their business operations

With a traditional manufacturing and service base in the region, most companies are classified as Technology Users; there is also a modest number of Technology Producers and Innovators - those entrepreneurial companies that fuel explosive growth within their business sector. However, technological opportunities remain for the Council to:

- Continue to support the growing, pure technology companies in the region and pursue opportunities to recruit companies that fit well within the industry clusters
- Assume the responsibility to educate and create a regional mindset towards technology-based jobs
- Ensure that students, parents, and existing businesses understand the importance of education and have an interest in Science, Technology, Engineering, and Math

As companies of all descriptions innovate their respective business operations, and with a nationwide shortage of qualified employees, it is imperative that the citizens of Region 2000 adopt a "grow-your-own" mentality. Without a fundable, growing, and active base of volunteers, the Council and the community may lose out to more progressive communities at both the state and national level.

Work Force Investment Board – Analysis

The Region 2000 workforce climate is strong with a diverse, resilient job base (19% manufacturing employment) and sound healthcare and service sectors. Since 2000 the workforce has grown by 6,527, employment by 9,610 and unemployment has decreased by 2%; the trend continues with many employers projecting job growth. There is strong and continuing coordination and cooperation between economic development and workforce development. The Central Virginia Community College provides technical skills training to a diverse student body and is focused on meeting the needs of regional employers; the Region 2000 Career Center is serving employers and job seekers well. The region is very attractive to young families with a cost of living that is 85% of the national average.

For all of the region's strengths, there are weaknesses (both regional and national) to be addressed:

- Employers are constrained by lack of qualified workers for entry and highly skilled positions; employers cannot find the number of workers needed nor sufficiently skilled workers
- Employers feel that high school graduates are not prepared to enter the workforce (24% of residents have no high school credential, only 19% of the workforce have college degrees)
- Many college students never return to the area, and young professionals are difficult to recruit
- Failure of drug screenings is eliminating many otherwise eligible candidates
- Region 2000 lacks a sufficient number of local options for baccalaureate and higher education in engineering and the sciences; technical careers are not highly valued as career paths
- The region is not retaining young professionals at a rate necessary to help employers grow or even to replace the aging workforce
- Macro threats of oil prices, interest rate increases, job outsourcing and consumer debt impact the region
- Increasing pace of technology introduction into the workplace requires a higher skill set for entering and incumbent workers for employers to be world class competitors

Yet there remain many opportunities to improve employer access to talent:

- The Virginia's Region 2000 Partnership is coordinating the Center for Advanced Education and Research
- Sweet Briar College has a new engineering program and Liberty University is starting an engineering school
- Growth of Liberty University along with the other regional school draws 15,000 recruitable college students to the region each year
- Many regional initiatives are underway to interest middle and high school students in technical and entrepreneurial careers

Young Professional Prospective – Analysis

The Region continues to be a place that offers a great quality of life, low cost of living and numerous recreational opportunities. However, with low unemployment and the retirement of the Baby Boomer generation, this Region is facing a crisis with finding and retaining talent. Based on the research and findings of the Greener Grass Study conducted in 2006, there are several areas identified as needing to be improved in order for the Region to be more attractive to young professionals:

- Perceived lack of job opportunities
- Breadth of job opportunities in fields other than engineering.
- Lower salary levels and perception thereof for the jobs offered in the Region.
- Lack of social and nightlife opportunities. Specifically, places that stay open past 10 p.m.

- Lack of marketing and branding the Region and it's amenities to YPs both in the Region and nationally, recognizing that the ways to market and brand to this demographic are different that traditional consumer marketing.
- Lack of specialty and organic food stores such as Whole Foods, Ukrops, etc.
- Lack of high end shopping stores

The YPCV sees these challenges as opportunities to assist the Region in their efforts. Specifically, we will address the workforce, branding and community issues and will seek to collaborate with businesses, communities and the partner organizations to make Region 2000 a viable destination for young professionals.

Center for Advanced Engineering and Research (CAER) – Analysis

The Center for Advanced Engineering and Research is a Region 2000 Partnership initiative to develop an industry-focused regional research and development center that drives the development of innovative products and processes by providing local access to university and federal research and inventions. It targets the growth industries specific to the region and puts university innovations into action through practical implementation in industry! The goal is to increase the competitiveness for core, high wage industries and improve the long-term prospects of existing industrial employers by creating a knowledge-based research hub for the region.

The region's 2006 work program recommended that the region build on the assets of strong nuclear, wireless and niche manufacturing industries to create a resident research institution. A significant challenge for the region was the lack of a local research capacity to support these high tech industries. Additional assets in the region supporting this effort include:

- Strong science, technology, engineering and math (STEM) workforce programs in the region
- The Wireless Research Lab at Liberty University
- New undergraduate engineering programs at Liberty University and Sweet Briar College
- New undergraduate engineering program with CVCC and UVA

The vision for CAER is to fundamentally Influence our regional economy by focusing on technology-based Economic Development (TBED). The objective is to establish a industry-focused center in Region 2000 directing research in support of area companies. This inclusive approach brings together private and public money, talent and resources to foster a conduit for research to benefit industry in the following ways:

- Establish ties with major research universities and federal laboratories.
- Focus on growth of regional industry clusters.
- Attract Federal research funds in support of industry /university technology initiatives.
- Provide Internship and co-op opportunities with business partners.
- Develop a facility to house research and development functions.



Goals and Action Steps

Virginia's Region 2000 Partnership Goals and Action Steps

The Region 2000 Partnership will provide regional leadership to focus partner efforts on common goals through synchronized and integrated planning and action, by:

- Consolidation of the Region 2000 Economic Development Council, Local Government Council, Technology Council, and Workforce Investment Board into one collaborative organization with four distinct mission-specific operating agencies and shared business systems. (This will include working toward making the Center for Advanced Engineering and Research a full partner.)
- Branding and marketing initiatives as "Virginia's Region 2000 Partnership"
- Developing "One-Stop/No Wrong Door" access to the Partners through co-location and technology to facilitate contact and customer service
- Partnering with business and community leaders in regional development
- Establishing sustainable funding of the Partnership and its services/activities with consolidated fund raising
- Providing quick response in addressing changing needs of employers and communities
- Promoting and facilitating new and innovative partnerships and projects

The Partnership will coordinate with the partner organizations as they work toward individual goals and action steps as follows:

Economic Development Council

Will serve as a catalyst in creating more wealth in Region 2000 communities, better jobs and higher incomes for Region 2000 citizens, greater earnings for Region 2000 companies, and larger tax bases for Region 2000 communities through activities related to:

- **Workforce Recruitment** – Deliver effective recruitment programs to help businesses find a qualified workforce of professionals, college graduates, and technology-based employees; stimulate appropriate and measurable career and technical education programs to assist filling entry-level positions.

- Center for Advanced Engineering and Research – Propel the growth and success of Region 2000's economy by establishing a university-based science and engineering research organization to create new products and processes; help recruit and retain science and engineering talent for local businesses.
- Existing Business Support – Coordinate a regional/local call program on existing businesses (through local economic developers) to gather input on regional business issues; to facilitate services supporting employer retention and expansion; and to offer appropriate business-to-business networking opportunities.
- New Business Attraction – Increase the growth of quality jobs and capital investment through aggressive recruitment strategies.
- Regional Marketing – Promote Virginia's Region 2000 to enhance our image as a preferred, strategic business location as well as a preferred place to live.
- Communication and Metrics – Provide stakeholders, public officials, and citizens of Region 2000 with information that illustrates measurable objectives and achievements.

Local Government Council

Will encourage and facilitate collaboration among Region 2000 local governments in addressing, on a regional basis, challenges and opportunities of greater-than-local significance by working on:

- Encouraging cooperative efforts among local governments to reduce costs and improve and expand public services; strengthen dialogue between local officials and staff to increase participation in multi-jurisdictional projects; encourage proactive, long-range planning among localities and regionally based planning efforts; and promote public-private partnerships.
- Planning and advocating for improved transportation and utilities infrastructure to support community needs by strengthening the role of the MPO and cooperating to develop a multi-modal transportation system.
- Providing leadership to assist localities in coordinating and linking transportation, land use planning and local/regional utility infrastructure development; advocate for multiple modes of transportation including bicycle, pedestrian paths, community buses and trains.
- Providing assistance to localities by developing broadband opportunities in underserved areas and in readily available telecommunications.
- Encouraging planning of infrastructure which is compatible with the scale and character of the region's communities and does not compromise air and water quality.
- Improving planning capability at the regional and local levels by providing education and information opportunities for local planning staffs and planning commissions; increase capability and expertise at the LGC to assist in regional and local planning and development management; encourage and facilitate citizen involvement in government and community development planning.

- Supporting plans which incorporate components of the region's vision, values and beliefs; promote clustering and other land use practices; focus population growth in targeted areas and seek to maintain population growth at a moderate, steady rate; assist in examining options that support preservation of open space such as Land Use, Agricultural and Forestal Districts, conservation easements, and purchase of development rights; support sustainable efforts to develop multiple mechanisms, including farmers' markets and local and regional cooperatives, to strengthen the agriculture and silviculture economy while preserving open space.
- Increasing efforts to help disadvantaged populations become financially independent through increased dialogue with public and non-profit service providers to improve coordination and service delivery; survey service providers and compile needs assessments of disadvantaged populations; seek holistic solutions involving the non-profit community to meet housing, employment, transportation, and independent living needs as well as educational opportunities for disadvantaged populations.
- Strengthening efforts to develop regional network recreational opportunities by supporting expansion and promotion of sustainable recreation facilities and greenways; include a regional organization to promote trails, facilities and greenways; seek improved recreational opportunities through increased coordination and development of local and regional parks/trails.
- Strengthening LGC support services capability through serving as a regional clearinghouse of statistical information and analysis to support work of Partnership, localities and non-profits; aggressively lead grant identification and development efforts; develop strong Geographic Information System capabilities to support work of region and local governments.
- Building multi-regional coalitions for entrepreneurialism, transportation and other areas of interest to the region.
- Aggressively coordinate and communicate information and policy positions from the region for state and federal elected officials and seek additional authority from the General Assembly to create and use tools necessary to plan and to finance local government services.
- Support efforts to modify state code, as appropriate, to allow and encourage multi-jurisdictional cooperative action which will result in better quality services, less costs, or less duplication.
- Provide a strong, unified voice for the region to state and federal elected officials.

Technology Council

Work towards creating an environment that fosters innovation and growth within the technology sector of Virginia's Region 2000 by providing valuable services to Region 2000 companies, and assisting with the recruitment of technology-based firms to Region 2000 through the following activities:

- Provide a forum through which technology-focused organizations can exchange ideas and information, and capitalize on business opportunities.

- Promote the development, growth and recognition of the region's technology organizations and capabilities; conduct surveys of members to determine what education, seminars, speakers and forums that would be of interest to them (include Wired Wednesday Luncheon, Technology Executives Breakfast, Membership Breakfast, Technology Awards Banquet, and Business and Technology Expo).
- Provide assistance to local economic developers in recruitment of new technology firms, technology park implementation efforts, and the development of the region's telecommunication infrastructure.
- Serve as a public policy advocate for the region on a broad range of technology issues at the state and local levels.
- Participate in the Virginia Technology Alliance to drive visibility and awareness of the Region 2000 Technology Council, its members, and the Region 2000 area to other regions within the state (including Broadband/Telecommunications Infrastructure, Wireless Hotspots, NoVA Connect, and Center for Advanced Engineering and Research).
- Catalog the existing programs and initiatives already in place within Region 2000 that support technology focused occupational training and career choices; relay that information back out to the companies within the region. (Tech-Smart Workforce Pipeline)
- Provide volunteer and financial support for cutting-edge programs which enhance a technology-focused workforce pipeline in the region.
- Deliver programs and services that promote the recognition of and provide substantial value to the Council's members through Workshops for IT Professionals, customized training classes, promotion growth, and outreach.

Workforce Investment Board

Create and sustain an innovative system that produces a quality workforce committed to lifelong learning, which meets the evolving needs of the business community of Region 2000, by:

- Assisting regional partners with finding and retaining skilled workers; attract and retain the younger workforce.
- Work Ethic/Foundation Skills – Improve work ethic by emphasizing good work values and characteristics (i.e. coming to work on time, taking responsibility for the service or product, working until the job is done); promote foundation skills such as punctuality, appropriate professional appearance, interpersonal communications skills, a good attitude, etc.
- Employability/Basic Work Readiness Skills – Increase the ability of workers to perform jobs that require a basic understanding of math, reading comprehension, and basic computer skills; enable workers to apply this education “on the job”.
- Work to improve employee training to meet identified regional employer needs by continuing the partnership with Virginia's Region 2000 Economic Development Council and Department of Business Assistance; expand the existing business contact initiative for employer “workforce need” identification.
- Contact 100 significant regional employers (WIB and Career Center)

- Enhance adult learning and basic skills training for regional clients through cooperative efforts and shared resources. (Career Center and Regional Adult Literacy)
- Work with Career Center, Region 2000, and Adult Literacy to prepare an additional 50 people for GED prep entry to reduce number of workers without high school credential by .5 %
- Use existing partner training programs for workers with challenges. (Career Center Consortium and RANE)
- Pilot one incumbent worker training initiative under WIA regulation. (Career Center)
- Partner with CVCC and the Economic Development Council to support new business start-ups or expansions through OJT initiatives, and support new hires through prescreening (employer skill determination), job fairs and staffing assistance. (Career Center)
- Use Jobs EQ and regional goals to better define demand plan for next strategic planning process. (Strategic Planning Committee and WIB staff)
- Support CVCC's application to establish a middle college. (WIB Staff)
- Develop a regional marketing web site to attract a younger, highly-skilled workforce and showcase regional opportunities. (WIB staff)
- Sponsor YPCV expansion through membership in Virginia's Region 2000 Partnership and hiring an Executive Director. (WIB Executive Director)
- Develop regional marketing media aimed at young professionals. (YPCV)
- Increase individual training accounts for careers in manufacturing, health care and information technology by 10%. (Career Center Consortium)
- Monitor New Youth Program to insure all WIA Youth requirements are met; primarily focus on "Out of School" youth and improving performance measures; meet or exceed all measures. (Youth Works Coalition)
- Support and develop regional business start-up informational/instructional CD. Detail business formation requirements of all local governments. (Economic Development Marketing Committee)

Young Professionals of Central Virginia

- Hire Executive Director and develop a 12 month work plan in coordination with Region 2000

Develop a solid financial base through recruiting new members, soliciting corporate sponsorships, preparing grants and generating event revenues
- Create a well-defined structure for outreach to local companies and YPs which will provide information to the company on the value of attracting and retaining YPs and information to YPs on the services and opportunities of the YPCV organization.
- Solidify our brand and message to YP's and all ages.

- Seek opportunities to market the region to YP's nationally, at job fairs and at recruitment events at college campuses
- Work with area schools and other organizations to create and support programs to connect upcoming graduates to the YPCV.
- Launch an Ambassador program to assist local business with attracting young talent
- Continue and develop programs appropriate for connecting YPs such as monthly 5:35 socials, quarterly business luncheons, annual golf tournament and other events identified as feasible and necessary for connecting YP's.

Center for Advanced Engineering and Research

- Establish formal working relationships with major research universities and Federal laboratories
- Assist targeted industry clusters in the region with high growth potential to adopt innovative technologies, processes and products
- Attract Federal and other research funds in support of industry/university technology initiatives
- Build a knowledge based workforce by providing improved educational opportunities in post-secondary and graduate science, technology, engineering and math (STEM) programs
- Develop physical infrastructure to support technology based economic development (TBED) functions
- Develop and offer support strategies for commercialization of technologies
- Market the benefits of the CAER to the region's businesses