

1 VIRGINIA TOBACCO REGION REVITALIZATION COMMISSION
2 701 East Franklin Street, Suite 501
3 Richmond, Virginia 23219
4

5
6
7 STRATEGIC PLANNING COMMITTEE MEETING
8 Thursday, October 12, 2023
9 10:50 a.m.
10

11
12
13
14 The Inn at Blackstone
15 707 4th Street
16 Blackstone, Virginia
17

18
19
20
21
22
23
24
25 STRATEGIC PLANNING COMMITTEE MEETING
October 12, 2023

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

APPEARANCES

Delegate Leslie R. Adam
Gretchen B. Clark
Secretary Matthew Lohr

ABSENT

Edward Blevins (medical)
Julie Hensley
Delegate William Wampler, III (medical)

OTHER STAFF:

James Campos
Stephen Versen
Stephanie Kim
Vicki Humphreys
Sarah Capps
Sara Williams
Jordan Butler
Jerry Silva
Suzette Patterson
Hannah Franke-Fuller
Emily Van Pelt
Sarah Goodwyn
Joyce Knight

COUNSEL FOR THE COMMISSION

Elizabeth Myers

STRATEGIC PLANNING COMMITTEE MEETING
October 12, 2023

1 MR. BLEVINS: Senator Ruff, if you could
2 name the next appointment so we can proceed
3 with the forum.

4 SENATOR RUFF: Yes. We will be making
5 several appointments later in the meeting. What
6 we need is to move forward with Secretary Wilson
7 (inaudible)

8 MR. BLEVINS: And since the select
9 microphones are in use, Senator Ruff just
10 announced the appointment of Sara Wilson as
11 secretary.

12 (Members requesting audio
13 adjustment and repetition of
14 comments.)

15 SENATOR RUFF: I'm making additional
16 appointments to the committees at the end of
17 this meeting, but we're moving forward with this
18 committee so that there is a working group with
19 Sara Wilson as Secretary of Commerce.

20 MR. BLEVINS: Okay. Thank you.

21 So you may call the role.

22 MR. CAMPOS: Edward Blevins.

23 MR. BLEVINS: Here.

24 MR. CAMPOS: Leslie Adams.

25 DELEGATE ADAMS: Here.

1 MR. CAMPOS: Gretchan Clark.

2 MS. CLARK: Here.

3 MR. CAMPOS: Julianne Hensley. (No
4 response.) Secretary Matthew Lohr.

5 SECRETARY LOHR: Here.

6 MR. CAMPOS: Delegate Will Wampler. (No
7 response.) Sara Wilson.

8 MS. WILSON: Here.

9 MR. CAMPOS: Secretary Cummings.

10 SECRETARY CUMMINGS: Here.

11 MR. CAMPOS: Chair, we have a forum.

12 MR. BLEVINS: Thank you.

13 So the first item on the agenda is the
14 need to approve the minutes from May 18, 2023.

15 Is there a motion?

16 UNIDENTIFIED: So moved.

17 MR. BLEVINS: There's a motion. Is there
18 a second?

19 SENATOR RUFF: I'll second.

20 MR. BLEVINS: Okay. All those in favor of
21 approving the minutes from May, say aye.

22 (Ayes.)

23 Okay.

24 The next agenda item is the opportunity
25 for public comment. Is there anyone who wishes

1 to speak before the Committee? (None.)

2 All right. Hearing none, that takes us to
3 the primary matter for this Committee meeting
4 which is the matter of the Strategic Plan which
5 due to varying circumstances it will be
6 explained by Mr. Versen. Has been delayed.
7 There's been meetings, initial document.

8 And so at this time I'll turn it over to
9 Mr. Versen to explain that sort of maybe as a
10 refresher to remind people how we got to where
11 we are.

12 MR. VERSEN: Thank you, Mr. Chairman.

13 It's appropriate that we did adopt the May
14 minutes. At those minutes -- at the May
15 meeting a few items were discussed. As you
16 know, the Strategic Planning Committee has been
17 working for many months in developing a plan
18 for the 2023, 2024 biennium draft presented in
19 December and May. Both times additional
20 feedback was given.

21 At the May meeting I think there was a
22 sense that we were closing in on what the final
23 plan was, but there were still a few moving
24 elements. We recently had a new director and
25 went on a listening tour and got us some input.

1 And there were some other initiatives that need
2 to be included in the plan.

3 So during that May meeting a few major
4 points were discussed regarding the strategic
5 plan. Primarily, the delivery of the draft
6 plan for the Committee to review would be
7 pushed to the fall meeting -- this meeting --
8 in order to give the new acting director an
9 opportunity to provide input based on the
10 planned listening tours as well as the
11 Governor's Compete-to-Win Economic Development
12 Plan for Virginia. Additionally, we discussed
13 that the new plan would reflect three new
14 priority issues. One was the creation of a
15 Rural Energy Innovation Fund, the creation was
16 revived and reinvigorated business fund as well
17 as the creation of a foundation. You will hear
18 more about those three initiatives during the
19 Full Commission meeting.

20 The plan before you now is what was -- a
21 red-line version sent out to Committee members
22 a couple weeks ago. And what's included in the
23 packet is a clean version of that with all of
24 the changes accepted.

25 The plan before you incorporates those

1 three new initiatives. It reflects the
2 Commission's de-emphasis on existing lending
3 programs, and the emphasis on the Talent
4 Attraction Program. And it specifically
5 includes the relative elements of the
6 Governor's Compete-to-Win Economic Development
7 Plan for Virginia.

8 We're grateful to have Secretary Merrick
9 here who's been the leading proponent for the
10 implementation of that plan, and we're happy to
11 be able to incorporate it into our plan here.
12 This is something that Acting Director Campos
13 has taken leadership on, and I yield to him to
14 discuss it.

15 MR. CAMPOS: Thank you, Deputy Versen.

16 Chair, as you know, the Compete-to-Win is
17 Governor Youngkin's plan to grow opportunity
18 and jobs throughout the Commonwealth. This
19 plan aligns perfectly with the Commission's
20 goal of developing an adverse economy in
21 Southern and Southwest Virginia. The
22 Commission has been successful over the years,
23 and Compete-to-Win offers the opportunity to
24 expand on that.

25 Compete-to-Win is focused on many of the

1 same areas the Commission has already focused
2 on: Work force development, site
3 infrastructure development, driving innovation
4 through strategic investments and much more.

5 As the economic landscape changes in the
6 Commonwealth, and the Commission should -- will
7 adapt to meet those challenges head-on.
8 Compete-to-Win is about making sure Virginia is
9 on the cutting edge of economic development.
10 The Commission must adapt to make sure it meets
11 the needs of the communities we serve.

12 The Commission's strategic plan is an
13 opportunity to align the Commission with the
14 goals of Compete-to-Win and ensure that the
15 Commission and the administration are working
16 together to maximize our impact and benefit the
17 Commonwealth as a whole. I believe the changes
18 reflected in this plan can accomplish that, and
19 look forward to working with everyone on the
20 Commission in moving forward and incorporating
21 Compete-to-Win. It's an extremely important
22 initiative by the governor, and it will be so
23 by the Commission. And through this I believe
24 we really can make some strategic and positive
25 moves to move the Commission into increasing

1 its economic development impact.

2 Thank you, Chair.

3 MR. VERSEN: So the big picture here is, for
4 reasons you just discussed, we're about a year
5 behind on adopting a two-year strategic plan. So
6 as described in the email, staff recommends making
7 limited changes to the previous strategic plan that
8 incorporates those major initiatives that we
9 described, but that we look to have a much more
10 robust strategic planning effort over 23/4 in
11 preparation for the next two years' strategic plan.
12 There's big changes and there's big things we
13 should consider and doing so in a thoughtful
14 process with lots of time I think would be the way
15 to do it.

16 To that end, staff also recommends bringing in
17 an outside facilitator with experience in strategic
18 planning to assist the Commission in creating the
19 plan over 2024. That's the staff report.

20
21 SECRETARY MERRICK: Mr. Chairman, may
22 I?

23 MR. BLEVINS: Secretary Merrick.

24 SECRETARY MERRICK: Thank you.

25 I'm not a member of this Committee, but

1 I'm very interested in this strategic plan.
2 And I would propose that -- there's been quite
3 a few listening and learning tours already
4 underway. We have the Compete-to-Win plan.
5 And then as a result of recent legislation that
6 Leader Kilgore lead was HP894 in the 2022
7 session directing the VPP to have carriers to
8 development in Southside and Southwest
9 Virginia. And Jason presented on this.

10 Jason as CEO of the VPP, presented on this
11 at the Governor's Rural Prosperity Summit
12 yesterday.

13 And I would suggest two things. The first
14 is that Compete-to-Win and the report from this
15 legislation be carefully considered and
16 integrated into the next strategic plan and
17 recent listening and learning tours; and that
18 we greatly accelerate this plan. I would
19 propose this should be done no later than the
20 spring meeting. I think we know. We have
21 enough information. I think this has taken too
22 long. We're already delayed. And we would
23 save money this year. But I would certainly
24 say no later than the spring meeting next, in
25 2024. Because this is a plan that needs to be

1 in place. I'd love to see the team and the
2 Commission fluent in the Compete-to-Win plan,
3 the economic growth plan, and also in this
4 community report coming out of (inaudible)
5 commission.

6 MR. BLEVINS: Deputy Director, can you
7 speak to those proposals by Ms. Secretary and
8 to the extent they're already incorporated?

9 MR. VERSEN: We plan to incorporate them
10 in the draft. But I think the work that the
11 partnership did recently -- and I think Adam
12 Watkins, he spoke to this Committee and the
13 Full Commission in a previous meeting. And
14 they're excellent suggestions.

15 One of the core components of the VPP
16 recommendation was we need to figure out a way
17 to be able to have more staff capacity.
18 There's a lot of opportunity, but we need to be
19 able to support the communities to do that.
20 There's a lot of good things in there. And I
21 agree. There's -- there seems to be a pretty
22 good sense of what needs to be done. And with,
23 you know, the support of the Commission we'd
24 be -- I won't speak for everyone, but I know we
25 would be willing to work on this on an

1 accelerated path if that is what the Commission
2 and the Committee is comfortable with.

3 MR. BLEVINS: I understand the
4 Compete-to-Win components are to be included.
5 Maybe if you could direct the Committee to a
6 particular page number where we can see those.

7 MR. VERSEN: I would.

8 MS. HUMPHREYS: It's page 83 under Funding
9 and Strategic Priorities.

10 MR. VERSEN: So page 83 of the book, page
11 5 of the Strategic Plan is where five of the
12 six priorities of Compete-to-Win. The ones
13 that align most closely with our work are
14 included in this proposed draft.

15 MR. BLEVINS: (Reviews document.) Any
16 further discussion?

17 SECRETARY CUMMINGS: Mr. Chairman,
18 Secretary, can you hear me?

19 So I remember there was not an earlier
20 version so I apologize if I --

21 MR. CAMPOS: We have -- there's a red-line
22 version available if --

23 SECRETARY CUMMINGS: That's okay because
24 I'm completely caught up. I'm just reading the
25 current version. So I may ask a question that

1 travels back on those already traveled.

2 First of all, what is TROF? How is that
3 funded? I didn't see that in here. I know
4 what it stands for, but how is it funded?

5 MR. BLEVINS: That was the solicitation
6 process. I'll let the deputy speak to that.

7 MS. HUMPHREYS: It's from Tobacco Region
8 Opportunity Fund. I'm sorry, Stephen, if I --

9 MR. VERSEN: That's what it is.

10 SECRETARY CUMMINGS: How is it funded? What
11 is in it and how is it -- is it something that
12 needs to be replenished or is it also a finite
13 resource.

14 MS. KIM: It is through the regular annual
15 budget process that if funds are required that
16 we put money in there. And if it is somehow
17 depleted at the end of the year we can make
18 budget amendments.

19 SECRETARY CUMMINGS: So it's pulling out of
20 the Tobacco total pod?

21 MS. KIM: Yes. It's coming out of the
22 Tobacco Commission money.

23 SECRETARY CUMMINGS: Just because this is
24 referred to later where it says that outside of
25 the bigger projects you need to only have the

1 earnings to work off of or your funding of
2 projects. Did I understand that properly?
3 This is back -- it says that you could reduce
4 corpus only on projects with 250 million or
5 greater, otherwise, it is funded from the
6 earnings of the funds. Did I understand that
7 properly?

8 MS. KIM: We don't spend anything from the
9 corpus that hasn't been invaded through the
10 annual budget process. So anything that the
11 Commission allocates is through the annual
12 corpus invasion transferred to the fund. And
13 then from the fund we allocate in the budget.
14 So we're not pulling from the endowment.

15 SECRETARY CUMMINGS: Page 9,
16 Sustainability, is why I'm confused.

17 The Commission will only reduce its
18 overall financial position in instances of
19 truly game-changing economic development in
20 excess of \$250 jobs -- or in excess of \$250
21 million.

22 That seems to greatly restrict, if I
23 understand it right, greatly restrict what I
24 feel like is the normal flow of activity here.

25 MS. COX: I'll talk to it. That's

1 language that was carried over from the
2 previous strategic plan where we're looking at
3 preserving funds, especially when we're
4 considering large projects. And these would be
5 primarily the TROF funds.

6 SECRETARY CUMMINGS: Okay.

7 MR. CAMPOS: The basic idea is that -- and
8 it would be only for big projects, mega
9 projects, that there would be an interest in
10 going into funds beyond the normal budgeting
11 process.

12 SECRETARY CUMMINGS: The TROF.

13 MR. CAMPOS: The TROF.

14 MR. VERSEN: I guess today's meeting was
15 interested in a couple things that came up.
16 The Danville project, the gas hook-up and the
17 meat processor. Really two very different
18 things. And with all that's been done in
19 Commerce and Trade with historic levels of
20 funding, and now we need to invest more
21 directly into sites in Virginia to expand the
22 work force development getting more organized,
23 that I felt like the Tobacco Commission is --
24 because of where it is and what it's focused on
25 and the resources it has it's most valuable

1 activities to plug gaps that other things can't
2 do. We have a lot of places to go first.

3 My question on the gas hook-up. Isn't
4 there another pool that could come to help
5 reduce further investment in that site? And
6 why should the Tobacco Commission be using its
7 precious limited resources when we can go to
8 somebody else to do that?

9 And that meat processor, Matt was telling
10 me more about that and how it's very difficult
11 to raise financing the way that was pulled
12 together on something that's critical for
13 industry in the region as well as jobs.
14 Because that to me is, you can't get that money
15 anywhere else. And that, I would say, is
16 the -- it's not bright lines on any of this
17 stuff. But that is really a valuable resource
18 to help a region that has a hard time getting
19 into things like that, going to help with jobs.

20 MS. HUMPHREYS: Thank you, Secretary.

21 We have multiple funding mechanisms that
22 relate to project size. So in the case of the
23 meat processing we would be using our Treble
24 Grant Program to fund those smaller gaps. I
25 think what we're looking at in terms of the

1 sustainability proposition here is just an
2 option that we can consider if we're really
3 looking to preserve a greater amount of funds
4 so that we can continue carrying out this
5 effort in the region for as long as possible.

6 MR. VERSEN: I'm 100 percent in line with
7 that. The first stop should be independently
8 familiar with every other tool in the tool kit
9 for the Commonwealth and making sure those are
10 exhausted first before they come to the Tobacco
11 Commission where it's not naturally
12 replenished.

13 MS. HUMPHREYS: Right. We're in total
14 agreement with that, and we are looking at
15 those other funding sources to shore up some of
16 these efforts that we're being asked to invest
17 in.

18 MR. VERSEN: I would suggest you go back
19 and look at the Danville gas hook-up. That's a
20 very viable site. That's the kind of thing
21 that I think some of the funding is designed to
22 provide. And if you can do that it keeps
23 \$25 million in your pocket. But if they can't
24 do it then that's something else.

25 UNIDENTIFIED: And Mr. Chair, if I could

1 respond wholeheartedly. And then we're
2 introducing the Commission as new funding
3 potentially with the foundation where they can
4 chase down more money, larger sums of money
5 that way. I agree.

6 SENATOR RUFF: To further explain the
7 historic actions, we have really only decided to
8 invade the corpus by a greater amount a few
9 times. One was Meta Parks. One was (inaudible)
10 --there's an option. But for the most part to
11 invade more than a certain percentage we have
12 to have a super majority and the reasons so we
13 don't. So we can reserve the money.

14 MR. VERSEN: Secretary Cummings, if I can
15 add onto Secretary Merrick's comments.

16 The foundation -- the concern has always
17 been the workers and the overall amount of
18 money that we have. This is a precious
19 resource because they will never come back. At
20 least the way it came in originally. So the
21 foundation would be built to hopefully bring in
22 money to keep this going and alive for future
23 generations. We want to always provide for the
24 Southwest and the South. And the more we can
25 do this long-term it's bringing more money in

1 and choosing the right projects. But the
2 foundation is to provide that avenue to bring
3 more money in and working with the other state
4 agencies to help with the foundation. And I
5 think it's critical that we do pay attention.
6 And you make a very valid point. That was also
7 my major concern when I first walked on
8 January 6th. The discussion on how do we go
9 forward.

10 In fact, I believe, sir, you made a
11 comment on this on January 6th if I recall
12 about depletion of the funds. So the
13 foundation, we're going to make this mechanism
14 that will help solve that issue and make sure
15 that these questions -- they'll be asked again
16 so we'll have the number there.

17 MR. BLEVINS: With respect to the
18 foundation, those terms are expressed on page
19 12 on the report.

20 With respect to that, Mr. Versen, I just
21 ask you to elaborate on the Compete-to-Win
22 agenda items that are included on page 5. We
23 have the foundation that's been added. You
24 mentioned some of the other additions. Is it
25 correct to say the only real subtraction from

1 the initial draft is the Community and Lending
2 component?

3 MR. VERSEN: Yes.

4 MR. BLEVINS: Okay.

5 MR. VERSEN: And there is enough
6 flexibility built into this program, this plan
7 as is, to be able to begin addressing some of
8 the challenges and opportunities that were put
9 forward by the Committee and that plan.

10 So I think there's -- when we were
11 developing this draft strategic plan for your
12 consideration we were very careful to not
13 really cut off any avenue. We talked about
14 funding priorities. But that doesn't mean
15 there were other worthwhile projects that we
16 could not support. So it's meant to be
17 flexible in the plan so that we can engage in a
18 more in-depth planning process for --

19 MR. BLEVINS: For the next item.

20 MR. VERSEN: -- for the next item.

21 MR. BLEVINS: Okay. Is there any further
22 discussion?

23 SECRETARY MERRICK: Chair, just one.

24 MR. BLEVINS: Secretary Merrick.

25 SECRETARY MERRICK: Thank you.

1 The Compete-to-Win plan has been integrated
2 here. And I imagine there may be elements that need
3 integrated even more. The reports from the
4 Committee and the analysis that they did at the
5 request of Leader Kilgore on those two bills has
6 many of the same recommendations as stated in the
7 initiative. A lot of them. I would say talk to the
8 committee about this. Get a copy of the report and
9 then use that in the strategic plan you have. I
10 don't think you're too far off. And again, I think
11 -- I'm in business. This is almost ready to go.
12 You won't need all you applied for to get into
13 operation. And I would also say you would want to
14 add a section on achievable measurable goals. How
15 to measure the work that you're doing.

16 MR. VERSEN: Great. Thank you.

17 MR. BLEVINS: Anything else? (None.)

18 All right. Is there a motion to adopt
19 this for the remainder of this plan or
20 recommend this to the Full Commission?

21 SECRETARY LOHR: I have a motion.

22 MR. BLEVINS: Secretary Lohr.

23 SECRETARY LOHR: I move the Commission
24 approve
25

1 the October '23 plan for Tobacco Region
2 Revitalization Commission recommended by staff
3 presented on page 79 through 97 of the
4 Commission book. Additionally, during our
5 meeting this morning -- is that part of the
6 motion?

7 MR. BLEVINS: This would be for at the
8 Commission meeting.

9 SECRETARY LOHR: The second part?

10 MR. BLEVINS: The second part. It's
11 talking about an outside facilitator to help
12 with the development plan.

13 SECRETARY MERRICK: Mr. Chair, I want to
14 say again I don't think we need a facilitator.
15 I think this plan is ready to go. And I don't
16 think we should spend all of next year doing a
17 strategic plan. We need to do it accelerated.
18 And I think this is already -- we're already
19 behind, and we just need to get it done. And
20 we've got a lot of work to do, and we can't have
21 this hanging over our heads for all of 2024. At
22 the very latest, the spring meeting. If not
23 sooner, if not later this calendar year. A lot
24 of this is already baked in. It's good.

25

1 MR. BLEVINS: The timing of the motion for
2 this hearing, however, is not delayed; correct?
3 Did I hear that right? This would be referred
4 to the Full Committee for adoption?

5 MR. CAMPOS: Yes. To accelerate the
6 development of a new plan.

7 SECRETARY MERRICK: Yes. And as I said, a
8 lot of listening and learning curves have been
9 occurring. I don't know that we need to hire a
10 facilitator and draw this out in the interest
11 of time and resources for the Commission. That
12 would be my recommendation.

13 MS. HUMPHREYS: We've definitely
14 incorporated a lot of those elements in this
15 plan. And we wouldn't be voting to adopt this
16 plan for the biennium. And the outside
17 facilitator would factor into the aeration of
18 the next biennium where we would have more
19 organized and thorough effort to talk to all of
20 our state corptors to incorporate other
21 reports, you know, the constant data that we
22 get about how things are changing so that when
23 the next biennium does come up we are ready to
24 go.

25 But as far as the next two years, we are

1 putting this plan forth to cover that.

2 SECRETARY MERRICK: So this report is going
3 to cover 24 to 26 or --

4 MS. HUMPHREYS: 23 to 25.

5 SECRETARY MERRICK: 23 to 25. It sounds
6 like the scheduling is --

7 MR. CAMPOS: In anticipation of getting
8 another strategic plan in 2024 to be perhaps
9 not in January or --

10 SECRETARY MERRICK: So I just want to
11 understand because we're late on one. And then
12 we've got another one coming up. You know, we
13 have a lot of good data and a lot of reports. I
14 have a bias for action. There's so many
15 reports, and I don't know that we need to study
16 this. I think we've got some pretty strong
17 action items. My strong preference would be to
18 see our time, our human resources, our financial
19 recourses be dedicated as implementing to do
20 what we need to do. From this report that
21 Leader Delegate Kilgore has, there's some very
22 strong action items in here. The strategic plan
23 is very good action. We've done a lot of
24 listening and learning. And I would just
25 recommend that we take action now.

1 MS. HUMPHREYS: I agree with you. I just
2 wanted to provide some clarifying information
3 about how the Commission puts out its strategic
4 plan.

5 SECRETARY MERRICK: Okay. Thank you.

6 SENATOR RUFF: Mr. Chairman, I think the
7 concern was that we were scheduled to do one,
8 and we didn't do it on time. And this, I think
9 staff wants to make sure that we start looking
10 ahead for the next one rather than waiting to
11 the deadline and saying, okay, let's start
12 looking. Does that make any sense?

13 SECRETARY MERRICK: Uh-huh.

14 MS. COX: Can we alter the schedule? I'm
15 not on this committee, but I'm just asking. We
16 were behind. We were waiting on a director.
17 We were trying to figure out the next step.
18 But can we alter the two-year? As Secretary
19 Merrick said, it's been a while since the
20 spring meeting. We should be able to have a
21 good road map in place.

22 MR. BLEVINS: Well, correct me if I'm
23 wrong. But my understanding is today's action
24 is to adopt an existing plan we're in now. We
25 delayed. Much like the state budget. And it's

1 time to do that. And it doesn't affect the
2 next adoption of the plan.

3 MS. HUMPHREYS: I think for clarification
4 i think it's whether we update -- the plan we
5 adopt today, whether we update that in 2024 to
6 incorporate more data and more information from
7 VEDP and basically revise it in 2024 for
8 another biennium. Is that what you're wanting?

9 MS. COX: Yes. I think that's right.

10 SECRETARY LOHR: This plan that we're
11 adopting here is not preventing us from taking
12 aggressive action on the priorities that have
13 been identified by partnership, identified by
14 Compete-to-Win and by this organization. This
15 is -- we have -- we do this every two years.
16 We're behind. Get this one down now, and we
17 are committing to having a really robust one
18 for the next biennium. But that in no way will
19 prevent us from moving forward with other
20 priorities. So I don't think -- there's not a
21 choice between aggressive action now and
22 maintaining the adoption (inaudible) for this
23 strategic plan.

24 SECRETARY MERRICK: I'm very glad to hear
25 that. Thank you, so much.

1 And what I would say is that in Commerce
2 and Trade we have 13 agencies. We spent half a
3 million dollars this past yer, past 12 months
4 on Compete-to-Win. And it's a really good
5 plan. And then I don't know what the Committee
6 spent on this VEDP (inaudible) to economic
7 development in the Southside and Southwest, but
8 that was a huge level of effort. And I'm
9 recommending that we take advantage of that and
10 incorporate it in the plan that's due now. And
11 when is the next plan?

12 MR. CAMPOS: Next plan would be for
13 January 2025 through 2027.

14 SECRETARY MERRICK: So it's due in January
15 '25 by statute or bylaws?

16 MS. MYERS: The statute requires that the
17 Commission at least -- at least. You can do it
18 more often -- biannually to develop the
19 strategic plan.

20 SECRETARY MERRICK: Okay.

21 MS. KIM: So there's no particular dates
22 outlined. Whether we go by fiscal year or
23 calendar year. And then we missed a year. So
24 we can plan it however the Commission wishes
25 and for wherever biannual period that you'd

1 like.

2 MS. HUMPHREYS: The problem is we don't have an
3 adopted plan right now. That's what we need to do
4 today.

5 SECRETARY MERRICK: So then are we going to vote
6 on this one today?

7 MR. BLEVINS: Yes.

8 SECRETARY MERRICK: All right. And you can
9 continue to incorporate -- you can incorporate
10 this latest plan?

11 MR. BLEVINS: Sure.

12 SECRETARY MERRICK: We need to talk about the
13 next plan. There's so much planning that's
14 been done. How much more planning do we need
15 to do?

16 MR. BLEVINS: Secretary Morris.

17 A motion is on the table.

18 MR. MORRIS: Is that to vote on the plan?

19 SECRETARY LOHR: It's to approve recommendation
20 to the Full Committee; right?

21 MR. MORRIS: Yes, sir.

22 MR. BLEVINS: Is there a second to that
23 motion?

24 UNIDENTIFIED: Second.

25 MR. BLEVINS: Okay. Thank you.

1 All right. Do you want a roll call on this or
2 should you?

3 MR. CAMPOS: I don't believe we have to. MR.
4 BLEVINS: It's not a roll call, okay. All those in
5 favor of the motion that was properly seconded say
6 aye. (Ayes.) Any no's?(None.) Very good.

7 Last item on the agenda is for general
8 other business. Is there any other business?

9 MR. CAMPOS: There is not. During I don't
10 believe we have any.

11 During the other business section the Full
12 Commission meeting we will present briefly on the new
13 revised agribusiness program and the new energy
14 program that this strategic plan directs the duration
15 of.

16 Nothing more from this Committee.

17 SECRETARY CUMMINGS: Mr. Chair, can I ask a
18 question, please?

19 MR. BLEVINS: Yes, sir.

20 SECRETARY CUMMINGS: It's a new-comer question,
21 so. It would seem to me -- and I'm really
22 focused on what are all the Commonwealth's
23 resources focused on economic development that
24 you kind of follow. When you know what that is
25

1 it might affect some of your strategic
2 planning. I'd say in particular, what just
3 happened in the most recent budget where this
4 new funding came in. And it might be a good
5 idea to try to schedule this so it's heard a
6 year from now after the governor's proposed
7 budget, this next biannual budget is approved.
8 And that we then say, okay, what's in it now,
9 and does that have an impact on what we might
10 want to do to tweak the current existing
11 strategic plan.

12 MR. BLEVINS: Would that be where I send
13 it to track the Commonwealth's fiscal year
14 effective July 1?

15 secretary CUMMINGS: Assuming you get a
16 budget by next fiscal year. But it seems like
17 it's such an important input that it could
18 change some of the prior -- might change the
19 directions you might go.

20 SENATOR RUFF: If we do things properly we
21 should be able to handle it at the spring
22 meeting in May or June.

23 SECRETARY CUMMINGS: I yield back to you.

24 MR. BLEVINS: Sounds like a good
25 aspiration to me.

1 All right. Then if there's no more
2 business then I take a motion to adjourn.

3 UNIDENTIFIED: Moved.

4 MR. BLEVINS: All right. I have a motion
5 to adjourn. Do I have a second?

6 UNIDENTIFIED: Second.

7 MR. BLEVINS: All right. We're adjourned.
8 Thank you.

9
10
11
12 (PROCEEDINGS CONCLUDED at 11:24 p.m.)
13
14
15
16
17
18
19
20
21
22
23
24
25

1 CERTIFICATE OF THE COURT REPORTER

2
3 I, Mary E. Donovan, Court Reporter and
4 Notary Public for the State of Virginia at Large, do
5 hereby certify that I was the Court Reporter who
6 took down and transcribed the proceedings of the
7 VIRGINIA STRATEGIC PLANNING COMMITTEE meeting, when
8 held on Thursday, October 12, 2023 at 10:50 a.m. at
9 Blackstone Inn, 707 4th Street, Blackstone,
10 Virginia.

11 I further certify this is a true and
12 accurate transcript, to the best of my ability to
13 hear and understand the proceedings.

14 Given under my hand this 24th day of
15 October, 2023.

16
17
18 _____
19 Mary Elizabeth Donovan

20
21 Virginia Notary Registration No. 270874

22 My commission expires
23 May 31, 2024
24
25

WORD INDEX

< \$ >	701 1:2	22	aye 4:21 29:6
\$25 17:23	707 1:15 32:9	advantage 27:9	Ayes 4:22 29:6
\$250 14:20	79 22:3	adverse 7:20	< B >
< 1 >	< 8 >	aeration 23:17	back 13:1 14:3
1 30:14	83 12:8, 10	affect 26:1 30:1	17:18 18:19 30:23
10:50 1:9 32:8	< 9 >	agencies 19:4 27:2	baked 22:24
100 17:6	9 14:15	agenda 4:13, 24	based 6:9
11:24 31:12	97 22:3	19:22 29:8	basic 15:7
12 1:8, 25 2:24	< A >	aggressive 26:12, 21	basically 26:7
19:19 27:3 32:8	a.m 1:9 32:8	ago 6:22	believe 8:17, 23
13 27:2	ability 32:12	agree 11:21 18:5	19:10 29:3, 11
18 4:14	able 7:11 11:17, 19	25:1	benefit 8:16
< 2 >	20:7 25:20 30:21	agreement 17:14	best 32:12
2022 10:6	accelerate 10:18 23:5	agribusiness 29:14	beyond 15:10
2023 1:8, 25 2:24	accelerated 12:1	ahead 25:10	biannual 27:25 30:7
4:14 5:18 32:8, 15	22:17	align 8:13 12:13	biannually 27:18
2024 5:18 9:20	accepted 6:24	aligns 7:19	bias 24:14
10:25 22:22 24:8	accomplish 8:18	alive 18:22	biennium 5:18 23:16,
26:5, 7 32:22	accurate 32:12	allocate 14:13	18, 23 26:8, 18
2025 27:13	achievable 21:15	allocates 14:11	big 9:3, 13 15:8
2027 27:13	acting 6:8 7:12	alter 25:14, 18	bigger 13:25
23 22:1 24:4, 5	action 24:14, 16, 22,	amendments 13:18	bills 21:6
23/4 9:11	23, 25 25:23 26:12,	amount 17:3 18:8, 17	Blackstone 1:14, 16
23219 1:3	21	analysis 21:4	32:9
24 24:3	actions 18:7	announced 3:10	Blevins 2:2 3:1, 8,
24th 32:14	activities 16:1	annual 13:14 14:10,	20, 22, 23 4:12, 17, 20
25 24:4, 5 27:14	activity 14:24	11	9:23 11:6 12:3, 15
250 14:4	Adam 11:11	anticipation 24:7	13:5 19:17 20:4, 19,
26 24:3	Adams 2:4 3:24, 25	apologize 12:20	21, 24 21:19, 24 22:7,
270874 32:21	adapt 8:7, 10	APPEARANCES 2:1	10 23:1 25:22 28:7,
< 3 >	add 18:15 21:15	applied 21:13	11, 16, 22, 25 29:4, 20
31 32:22	added 19:23	appointment 3:2, 10	30:12, 24 31:4, 7
< 4 >	additional 3:15 5:19	appointments 3:5, 16	book 12:10 22:4
4th 1:15 32:9	Additionally 6:12	appropriate 5:13	briefly 29:13
< 5 >	22:4	approve 4:14 21:25	bright 16:16
5 12:11 19:22	additions 19:24	28:19	bring 18:21 19:2
501 1:2	addressing 20:7	approved 30:7	bringing 9:18 18:25
< 6 >	adjourn 31:2, 5	approving 4:21	budget 13:15, 18
6th 19:8, 11	adjourned 31:7	areas 8:1	14:10, 13 25:25 30:3,
< 7 >	adjustment 3:13	asked 17:16 19:15	7, 15
	administration 8:15	asking 25:15	budgeting 15:10
	adopt 5:13 21:20	aspiration 30:25	built 18:21 20:6
	23:15 25:24 26:5	assist 9:19	business 6:16 21:12
	adopted 28:3	Assuming 30:15	29:9, 12 31:2
	adopting 9:5 26:10	attention 19:5	bylaws 27:15
	adoption 23:4 26:2,	Attraction 7:4	< C >
		audio 3:12	calendar 22:23 27:23
		available 12:22	call 3:21 29:1, 4
		avenue 19:2 20:13	

<p>Campos 2:17 3:22, 24 4:1, 3, 6, 9, 11 7:12, 15 12:21 15:7, 13 23:5 24:7 27:12 29:3, 10</p> <p>capacity 11:17</p> <p>careful 20:12</p> <p>carefully 10:15</p> <p>Caren 2:8</p> <p>carried 15:1</p> <p>carriers 10:7</p> <p>carrying 17:4</p> <p>case 16:22</p> <p>caught 12:24</p> <p>CEO 10:10</p> <p>certain 18:11</p> <p>certainly 10:23</p> <p>CERTIFICATE 32:1</p> <p>certify 32:5, 11</p> <p>Chair 2:2 4:11 7:16 9:2 17:25 20:23 22:13 29:18</p> <p>Chairman 5:12 9:22 12:17 25:6</p> <p>challenges 8:7 20:8</p> <p>change 30:17, 18</p> <p>changes 6:24 8:5, 17 9:7, 13</p> <p>changing 23:22</p> <p>chase 18:4</p> <p>choice 26:21</p> <p>choosing 19:1</p> <p>circumstances 5:5</p> <p>clarification 26:3</p> <p>clarifying 25:2</p> <p>Clark 2:6 4:1, 2</p> <p>clean 6:23</p> <p>closely 12:13</p> <p>closing 5:22</p> <p>come 16:4 17:10 18:19 23:23</p> <p>comfortable 12:2</p> <p>coming 11:4 13:21 24:12</p> <p>comment 4:25 19:11</p> <p>comments 3:14 18:15</p> <p>Commerce 3:19 15:19 27:1</p> <p>COMMISSION 1:1 6:19 7:22 8:1, 6, 10,</p>	<p>13, 15, 20, 23, 25 9:20 11:2, 5, 13, 23 12:1 13:22 14:11, 17 15:23 16:6 17:11 18:2 21:22, 25 22:2, 4, 8 23:11 25:3 27:17, 24 29:13 32:22</p> <p>Commission's 7:2, 19 8:12</p> <p>COMMITTEE 1:7, 25 2:24 3:18 5:1, 3, 16 6:6, 21 9:25 11:12 12:2, 5 20:9 21:4, 8 23:4 25:15 27:5 28:20 29:17 32:7</p> <p>committees 3:16</p> <p>committing 26:17</p> <p>Commonwealth 7:18 8:6, 17 17:9</p> <p>Commonwealth's 29:23 30:13</p> <p>communities 8:11 11:19</p> <p>community 11:4 20:1</p> <p>Compete-to-Win 6:11 7:6, 16, 23, 25 8:8, 14, 21 10:4, 14 11:2 12:4, 12 19:21 21:1 26:14 27:4</p> <p>completely 12:24</p> <p>component 20:2</p> <p>components 11:15 12:4</p> <p>concern 18:16 19:7 25:7</p> <p>CONCLUDED 31:12</p> <p>confused 14:16</p> <p>consider 9:14 17:2</p> <p>consideration 20:12</p> <p>considered 10:15</p> <p>considering 15:4</p> <p>constant 23:21</p> <p>continue 17:4 28:9</p> <p>copy 21:9</p> <p>core 11:15</p> <p>corputors 23:20</p> <p>corpus 14:4, 9, 12 18:8</p>	<p>correct 19:25 23:2 25:22</p> <p>couple 6:22 15:15</p> <p>COURT 32:1, 3, 5</p> <p>cover 24:1, 3</p> <p>COX 14:25 25:14 26:9</p> <p>creating 9:20</p> <p>creation 6:14, 15, 17</p> <p>critical 16:12 19:5</p> <p>Cummings 2:7 4:9, 10 12:17, 23 13:10, 19, 23 14:15 15:6, 12 18:14 29:18, 21 30:15, 23</p> <p>current 12:25 30:10</p> <p>curves 23:8</p> <p>cut 20:13</p> <p>cutting 8:9</p> <p>< D ></p> <p>Danville 15:16 17:19</p> <p>data 23:21 24:13 26:6</p> <p>dates 27:21</p> <p>day 32:14</p> <p>deadline 25:11</p> <p>December 5:19</p> <p>decided 18:7</p> <p>dedicated 24:19</p> <p>de-emphasis 7:2</p> <p>definitely 23:13</p> <p>delayed 5:6 10:22 23:2 25:25</p> <p>Delegate 4:6</p> <p>delivery 6:5</p> <p>depleted 13:17</p> <p>depletion 19:12</p> <p>Deputy 7:15 11:6 13:6</p> <p>described 9:6, 9</p> <p>designed 17:21</p> <p>develop 27:18</p> <p>developing 5:17 7:20 20:11</p> <p>Development 6:11 7:6 8:2, 3, 9 9:1 10:8 14:19 15:22 22:12 23:6 27:7</p>	<p>29:24</p> <p>different 15:17</p> <p>difficult 16:10</p> <p>direct 12:5</p> <p>directing 10:7</p> <p>directions 30:19</p> <p>directly 15:21</p> <p>director 5:24 6:8 7:12 11:6 25:16</p> <p>directs 29:16</p> <p>discuss 7:14</p> <p>discussed 5:15 6:4, 12 9:4</p> <p>discussion 12:16 19:8 20:22</p> <p>document 5:7 12:15</p> <p>doing 9:14 21:17 22:16</p> <p>dollars 27:3</p> <p>Donivan 32:3, 19</p> <p>draft 5:18 6:5 11:10 12:14 20:1, 11</p> <p>draw 23:10</p> <p>driving 8:3</p> <p>due 5:5 27:10, 14</p> <p>duration 29:16</p> <p>< E ></p> <p>earlier 12:19</p> <p>earnings 14:1, 6</p> <p>East 1:2</p> <p>Economic 6:11 7:6 8:5, 9 9:1 11:3 14:19 27:6 29:24</p> <p>economy 7:20</p> <p>edge 8:9</p> <p>Edward 2:2 3:22</p> <p>effective 30:14</p> <p>effort 9:11 17:5 23:19 27:8</p> <p>efforts 17:16</p> <p>elaborate 19:21</p> <p>elements 5:24 7:5 21:3 23:14</p> <p>Elizabeth 2:19 32:19</p> <p>email 9:6</p> <p>emphasis 7:3</p> <p>endowment 14:14</p> <p>Energy 6:15 29:15</p>
---	---	--	--

<p>engage 20:17 ensure 8:14 especially 15:3 excellent 11:14 excess 14:20 exhausted 17:10 existing 7:2 25:24 30:10 expand 7:24 15:21 experience 9:19 expires 32:22 explain 5:9 18:6 explained 5:6 expressed 19:18 extent 11:8 extremely 8:21</p> <p>< F > facilitator 9:18 22:11, 14 23:10, 17 fact 19:10 factor 23:17 fall 6:7 familiar 17:8 far 21:11 23:25 favor 4:20 29:5 feedback 5:20 feel 14:24 felt 15:23 figure 11:16 25:17 final 5:22 financial 14:18 24:18 financing 16:11 finite 13:12 first 4:13 10:13 13:2 16:2 17:7, 10 19:7 fiscal 27:22 30:13, 16 five 12:11 flexibility 20:6 flexible 20:17 flow 14:24 fluent 11:2 focused 7:25 8:1 15:24 29:23, 24 follow 29:25 force 8:2 15:22 forth 24:1 forum 3:3 4:11</p>	<p>forward 3:6, 17 8:19, 20 19:9 20:9 26:19 foundation 6:17 18:3, 16, 21 19:2, 4, 13, 18, 23 Frank 2:9 Franklin 1:2 Full 6:19 11:13 21:22 23:4 28:20 29:12 Fund 6:15, 16 13:8 14:12, 13 16:24 funded 13:3, 4, 10 14:5 Funding 12:8 14:1 15:20 16:21 17:15, 21 18:2 20:14 30:4 funds 13:15 14:6 15:3, 5, 10 17:3 19:12 further 12:16 16:5 18:6 20:21 32:11 future 18:22</p> <p>< G > game-changing 14:19 gaps 16:1, 24 gas 15:16 16:3 17:19 general 29:8 generations 18:23 getting 15:22 16:18 24:7 give 6:8 given 5:20 32:14 glad 26:24 go 16:2, 7 17:18 19:8 21:13 22:15 23:24 27:22 30:19 goal 7:20 goals 8:14 21:16 going 15:10 16:19 18:22 19:13 24:2 28:5 good 11:20, 22 22:24 24:13, 23 25:21 27:4 29:7 30:4, 24 Governor 7:17 8:22 Governor's 6:11 7:6</p>	<p>10:11 30:6 Grant 16:24 grateful 7:8 Great 21:18 greater 14:5 17:3 18:8 greatly 10:18 14:22, 23 Gretchan 4:1 Gretchen 2:6 group 3:18 grow 7:17 growth 11:3 guess 15:14</p> <p>< H > half 27:2 hand 32:14 handle 30:21 hanging 22:21 happened 30:3 happy 7:10 hard 16:18 head-on 8:7 heads 22:21 hear 6:17 12:18 23:3 26:24 32:13 heard 30:5 Hearing 5:2 23:2 held 32:8 help 16:4, 18, 19 19:4, 14 22:11 Hensley 4:3 hire 23:9 historic 15:19 18:6 hook-up 15:16 16:3 17:19 hopefully 18:21 HP894 10:6 huge 27:8 human 24:18 HUMPHREYS 12:8 13:7 16:20 17:13 23:13 24:4 25:1 26:3 28:2</p> <p>< I > idea 15:7 30:5 identified 26:13 imagine 21:2</p>	<p>impact 8:16 9:1 30:9 implementation 7:10 implementing 24:19 important 8:21 30:17 inaudible 3:7 11:4 18:9 26:22 27:6 INCENTIVES 1:25 2:24 included 6:2, 22 12:4, 14 19:22 includes 7:5 incorporate 7:11 11:9 23:20 26:6 27:10 28:9 incorporated 11:8 23:14 incorporates 6:25 9:8 incorporating 8:20 increasing 8:25 independently 17:7 in-depth 20:18 industry 16:13 information 10:21 25:2 26:6 infrastructure 8:3 initial 5:7 20:1 initiative 8:22 21:7 initiatives 6:1, 18 7:1 9:9 Inn 1:14 32:9 Innovation 6:15 8:3 input 5:25 6:9 30:17 instances 14:18 integrated 10:16 21:2, 3 interest 15:9 23:10 interested 10:1 15:15 introducing 18:2 invade 18:7, 11 invaded 14:9 invasion 14:12 invest 15:20 17:16 investment 16:5 investments 8:4 issue 19:14 issues 6:14 item 4:13, 24 20:19, 20 29:8</p>
---	--	---	---

items 5:15 19:22
24:17, 22
its 9:1 14:17 16:6
25:3

< J >

James 2:17
January 19:8, 11
24:9 27:13, 14
Jason 10:9, 10
jobs 7:18 14:20
16:13, 19
Jr 2:9
Julienne 4:3
July 30:14
June 30:22

< K >

keep 18:22
keeps 17:22
Kilgore 2:3 10:6
21:5 24:21
Kim 2:20 13:14, 21
14:8 27:21
kind 17:20 29:25
kit 17:8
know 5:16 7:16
10:20 11:23, 24 13:3
23:9, 21 24:12, 15
27:5 29:25

< L >

landscape 8:5
language 15:1
large 15:4 32:4
larger 18:4
late 24:11
latest 22:22 28:10
lead 10:6
Leader 10:6 21:5
24:21
leadership 7:13
leading 7:9
learning 10:3, 17
23:8 24:24
legislation 10:5, 15
lending 7:2 20:1
Leslie 2:4 3:24
level 27:8

levels 15:19
limited 9:7 16:7
line 17:6
lines 16:16
listening 5:25 6:10
10:3, 17 23:8 24:24
LOANS 1:25 2:24
Lohr 2:10 4:4, 5
21:23, 24, 25 22:9
26:10 28:19
long 10:22 17:5
long-term 18:25
look 8:19 9:10
17:19
looking 15:2 16:25
17:3, 14 25:9, 12
lot 11:18, 20 16:2
21:8 22:20, 24 23:7,
14 24:12, 13, 23
lots 9:15
love 11:1

< M >

maintaining 26:22
major 6:3 9:9 19:7
majority 18:12
making 3:4, 15 8:8
9:7 17:9
map 25:21
Mary 32:3, 19
Matt 16:9
matter 5:3, 4
Matthew 2:10 4:4
maximize 8:16
mean 20:14
meant 20:16
measurable 21:16
measure 21:16
meat 15:17 16:9, 23
mechanism 19:13
mechanisms 16:21
meet 8:7
MEETING 1:7, 25
2:24 3:5, 17 5:3, 15,
21 6:3, 7, 19 10:20,
24 11:13 15:14 22:5,
8, 22 25:20 29:13
30:22 32:7
meetings 5:7

meets 8:10
mega 15:8
member 9:25
Members 3:12 6:21
mentioned 19:24
Merrick 2:8 7:8
9:22, 23, 24 20:23, 24,
25 22:13 23:7 24:2,
5, 10 25:5, 13, 19
26:24 27:14, 20 28:5,
8, 12
Merrick's 18:15
Meta 18:9
microphones 3:9
million 14:4, 21
17:23 27:3
minutes 4:14, 21
5:14
missed 27:23
money 10:23 13:16,
22 16:14 18:4, 13, 18,
22, 25 19:3
months 5:17 27:3
morning 22:5
Morris 2:21 28:16,
18, 21
motion 4:15, 17
21:20, 23 22:6 23:1
28:17, 23 29:5 31:2,
4
move 3:6 8:25 21:25
moved 4:16 31:3
moves 8:25
moving 3:17 5:23
8:20 26:19
multiple 16:21
Myers 2:19 27:16

< N >

name 3:2
naturally 17:11
need 3:6 4:14 6:1
11:16, 18 13:25
15:20 21:3, 13 22:14,
17, 19 23:9 24:15, 20
28:4, 12, 14
needs 8:11 10:25
11:22 13:12
never 18:19

new 5:24 6:8, 13
7:1 18:2 23:6 29:14,
15 30:4
new-comer 29:21
normal 14:24 15:10
no's 29:6
Notary 32:4, 21
number 12:6 19:16

< O >

occurring 23:9
October 1:8, 25 2:24
22:1 32:8, 15
offers 7:23
Okay 3:20 4:20, 23
12:23 15:6 20:4, 21
25:5, 11 27:20 28:25
29:4 30:8
ones 12:12
operation 21:14
opportunities 20:8
opportunity 4:24
6:9 7:17, 23 8:13
11:18 13:8
option 17:2 18:10
order 6:8
organization 26:14
organized 15:22
23:19
originally 18:20
outlined 27:22
outside 9:18 13:24
22:11 23:16
overall 14:18 18:17

< P >

p.m 31:12
Pace 2:5
packet 6:23
page 12:6, 8, 10
14:15 19:18, 22 22:3
Parks 18:9
part 18:10 22:5, 9, 10
particular 12:6
27:21 30:2
partnership 11:11
26:13
path 12:1
pay 19:5

<p> people 5:10 percent 17:6 percentage 18:11 perfectly 7:19 period 27:25 picture 9:3 place 11:1 25:21 places 16:2 Plan 5:4, 17, 23 6:2, 5, 6, 12, 13, 20, 25 7:7, 10, 11, 17, 19 8:12, 18 9:6, 8, 12, 20 10:1, 4, 16, 18, 25 11:2, 3, 9 12:11 15:2 20:6, 9, 11, 17 21:1, 10, 21 22:1, 12, 15, 17 23:6, 15, 16 24:1, 8, 22 25:4, 24 26:2, 4, 10, 23 27:5, 10, 11, 12, 19, 24 28:3, 10, 13, 18 29:15 30:11 planned 6:10 PLANNING 1:7 5:16 9:11, 19 20:18 28:13, 14 30:2 32:7 please 29:19 plug 16:1 pocket 17:23 pod 13:20 point 19:6 points 6:4 pool 16:4 position 14:18 positive 8:24 possible 17:5 potentially 18:3 precious 16:7 18:18 preference 24:17 preparation 9:11 present 29:13 presented 5:18 10:9, 10 22:3 preserve 17:3 preserving 15:3 pretty 11:21 24:16 prevent 26:19 preventing 26:11 previous 9:8 11:13 15:2 </p>	<p> Primarily 6:5 15:5 primary 5:3 prior 30:18 Priorities 12:9, 12 20:14 26:12, 20 priority 6:14 problem 28:2 proceed 3:2 PROCEEDINGS 31:12 32:6, 13 process 9:14 13:6, 15 14:10 15:11 20:18 processer 15:17 processing 16:23 processor 16:9 Program 7:4 16:24 20:6 29:14, 15 programs 7:3 project 15:16 16:22 projects 13:25 14:2, 4 15:4, 8, 9 19:1 20:15 properly 14:2, 7 29:6 30:20 proponent 7:9 proposals 11:7 propose 10:2, 19 proposed 12:14 30:6 proposition 17:1 Prosperity 10:11 provide 6:9 17:22 18:23 19:2 25:2 public 4:25 32:4 pulled 16:11 pulling 13:19 14:14 pushed 6:7 put 13:16 20:8 puts 25:3 putting 24:1 < Q > question 12:25 16:3 29:19, 21 questions 19:15 quite 10:2 < R > raise 16:11 reading 12:24 </p>	<p> ready 21:12 22:15 23:23 real 19:25 really 8:24 15:17 16:17 17:2 18:7 20:13 26:17 27:4 29:22 reasons 9:4 18:12 recall 19:11 recommend 21:22 24:25 recommendation 11:16 23:12 28:19 recommendations 21:7 recommended 22:2 recommending 27:9 recommends 9:7, 17 recourses 24:19 red-line 6:21 12:21 reduce 14:3, 17 16:5 referred 13:24 23:3 reflect 6:13 reflected 8:18 reflects 7:1 refresher 5:10 regarding 6:4 REGION 1:1 13:7 16:13, 18 17:5 22:1 Registration 32:21 regular 13:14 reinvigorated 6:16 relate 16:22 relative 7:5 remainder 21:21 remember 12:19 remind 5:10 repetition 3:13 replenished 13:12 17:12 report 9:21 10:14 11:4 19:19 21:9 24:2, 20 REPORTER 32:1, 3, 5 reports 21:4 23:21 24:13, 14 request 21:5 requesting 3:12 </p>	<p> required 13:15 requires 27:16 reserve 18:13 resource 13:13 16:17 18:19 resources 15:25 16:7 23:11 24:18 29:24 respect 19:17, 20 respond 18:1 response 4:4, 7 restrict 14:22, 23 result 10:5 review 6:6 Reviews 12:15 revise 26:7 revised 29:14 REVITALIZATION 1:1 22:2 revived 6:16 Richmond 1:3 right 5:2 14:23 17:13 19:1 21:20 23:3 26:9 28:3, 8, 20 29:1 31:1, 4, 7 road 25:21 robust 9:10 26:17 role 3:21 roll 29:1, 4 Ruff 2:9 3:1, 4, 9, 15 4:19 18:6 25:6 30:20 Rural 6:15 10:11 < S > Sara 2:11 3:10, 19 4:7 save 10:23 saying 25:11 says 13:24 14:3 schedule 25:14 30:5 scheduled 25:7 scheduling 24:6 second 4:18, 19 22:9, 10 28:22, 24 31:5, 6 seconded 29:6 Secretary 3:6, 11, 19 4:4, 9 7:8 9:23 11:7 12:17 16:20 18:14, 15 20:24 21:24 </p>
--	---	---	--

25:18 28:16	step 25:17	25:5 26:25 28:25	26:15
section 21:15 29:12	Stephanie 2:20	31:8	two-year 9:5 25:18
see 11:1 12:6 13:3	Stephen 2:7, 18 13:8	thing 17:20	< U >
24:17	stop 17:7	things 9:13 10:13	Uh-huh 25:13
select 3:8	STRATEGIC 1:7	11:20 15:15, 18 16:1,	understand 12:3
Senator 3:1, 9	5:4, 16 6:4 8:4, 12,	19 23:22 30:20	14:2, 6, 23 24:10
send 30:12	24 9:5, 8, 10, 12, 19	think 5:21 9:15	32:13
sense 5:22 11:22	10:1, 16 12:9, 11	10:20, 21 11:10, 11	understanding 25:23
25:12	15:2 20:11 21:10	16:25 17:21 19:5	underway 10:4
sent 6:21	22:17 24:8, 22 25:3	20:10 21:11, 12	UNIDENTIFIED
serve 8:11	26:23 27:19 29:15	22:14, 15, 16, 18	4:16 17:25 28:24
session 10:7	30:1, 11 32:7	24:16 25:6, 8 26:3, 4,	31:3, 6
shore 17:15	Street 1:2, 15 32:9	9, 20	update 26:4, 5
sir 19:10 28:21	strong 24:16, 17, 21	thorough 23:19	use 3:9 21:10
29:20	study 24:15	thoughtful 9:14	< V >
site 8:2 16:5 17:20	stuff 16:17	three 6:13, 18 7:1	valid 19:6
sites 15:21	subtraction 19:25	Thursday 1:8 32:8	valuable 15:25 16:17
six 12:12	successful 7:22	time 5:8 9:15 16:18	varying 5:5
size 16:22	suggest 10:13 17:18	23:11 24:18 25:8	VEDP 26:7 27:6
smaller 16:24	suggestions 11:14	26:1	Versen 2:18 5:6, 9,
solicitation 13:5	Suite 1:2	times 5:19 18:8	12 7:15 9:3 11:9
solve 19:14	Summit 10:11	timing 23:1	12:7, 10 13:9 15:14
somebody 16:8	sums 18:4	TOBACCO 1:1 13:7,	17:6, 18 18:14 19:20
sooner 22:23	super 18:12	20, 22 15:23 16:6	20:3, 5, 20 21:18
sorry 13:8	support 11:19, 23	17:10 22:1	version 6:21, 23
sort 5:9	20:16	today 26:5 28:4, 6	12:20, 22, 25
sounds 24:5 30:24	sure 8:8, 10 17:9	today's 15:14 25:23	viable 17:20
sources 17:15	19:14 25:9 28:11	tool 17:8	Virginia 1:3, 16 6:12
South 18:24	Sustainability 14:15	total 13:20 17:13	7:7, 21 8:8 10:9
Southern 7:21	17:1	tour 5:25	15:21 32:4, 7, 10, 21
Southside 10:8 27:7	< T >	tours 6:10 10:3, 17	vote 28:5, 18
Southwest 7:21 10:8	table 28:17	track 30:13	voting 23:15
18:24 27:7	take 24:25 27:9	Trade 15:19 27:2	VPP 10:7, 10 11:15
speak 5:1 11:7, 24	31:2	transcribed 32:6	< W >
13:6	taken 7:13 10:21	transcript 32:12	waiting 25:10, 16
specifically 7:4	takes 5:2	transferred 14:12	walked 19:7
spend 14:8 22:16	Talent 7:3	traveled 13:1	Wampler 4:6
spent 27:2, 6	talk 14:25 21:8	travels 13:1	want 18:23 21:15
spoke 11:12	23:19 28:12	Treble 16:23	22:13 24:10 29:1
spring 10:20, 24	talked 20:13	TROF 13:2 15:5, 12,	30:10
22:22 25:20 30:21	talking 22:11	13	wanted 25:2
STAFF 2:16 9:6, 17,	team 11:1	true 32:11	wanting 26:8
21 11:17 22:2 25:9	telling 16:9	truly 14:19	wants 25:9
stands 13:4	terms 16:25 19:18	try 30:5	Watkins 11:12
start 25:9, 11	Terry 2:3	trying 25:17	way 9:15 11:16
state 19:3 23:20	Thank 3:20 4:12	turn 5:8	16:11 18:5, 20 26:18
25:25 32:4	5:12 7:15 9:2, 24	tweak 30:10	weeks 6:22
stated 21:7	16:20 20:25 21:18	two 9:12 10:13	
statute 27:15, 16		15:17 21:6 23:25	

well 6:10, 16 16:13
 25:22
went 5:25
we're 3:17 7:8, 10
 9:4 10:22 14:14
 15:2, 3 16:25 17:2,
 13, 16 18:1 19:13
 22:18 24:11 25:24
 26:10, 16 31:7
we've 22:20 23:13
 24:11, 16, 23
wholeheartedly 18:1
William 2:5
willing 11:25
Wilson 2:11 3:6, 10,
 19 4:7, 8
wishes 4:25 27:24
Work 8:2 11:10, 25
 12:13 14:1 15:22
 21:16 22:20
workers 18:17
working 3:18 5:17
 8:15, 19 19:3
worthwhile 20:15
wrong 25:23

 < Y >
year 9:5 10:23
 13:17 22:16, 23
 27:22, 23 30:6, 13, 16
years 7:22 9:12
 23:25 26:15
yer 27:3
yesterday 10:12
yield 7:13 30:23
Youngkin's 7:17