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A Strategic Plan for Moving Virginia's Economy Forward

By GOVERNOR TIM KAINE

Virginians are proud of the Commonwealth's ranking by *Forbes* as the best state in America to do business. And they should be because so many of our citizens have played a role in earning that designation.

Our nation-leading business climate is diverse and resilient. Our public schools and higher education system are ranked among the nation's best. Our individual and business taxes are among America's lowest. Virginia has been designated as one of the top states for legal fairness. With the Port of Virginia and Dulles Airport, every business in the Commonwealth has access to virtually every market in the global economy. And our state government has been rated as the nation's best managed, and its consistent performance is one of the reasons we have retained the state's sterling AAA credit rating for decades.

Those factors have allowed Virginia to move forward on a number of important economic deals like attracting MeadWestvaco's corporate headquarters to the Richmond area and home furnishings giant Ikea to locate its subsidiary Swedwood North America's first American production facility in Danville.

We can not allow today's success to make us complacent. The fast-paced and hyper-competitive market we live in requires us to act quickly and wisely to keep Virginia moving forward.

To keep our momentum and build from our success, my administration has designed an economic development strategic plan with goals that are aggressive, attainable and measurable.

The economic development experts on my staff, like Secretary of Commerce and Trade Pat Gottschalk, worked together to create a road map for my administration. They listened to Virginians from across the state, during a series of public meetings held to give citizens a voice in how we plan our economic development. They combined their expertise with the feedback they heard from our communities. The resulting plan is organized into nine distinct goals, ranging from enhancing Virginia's strong business climate to developing a coordinated international marketing strategy.

Each section of the plan includes specific strategies to achieve each goal, like improving early childhood education, transportation and supporting BRAC-affected communities. Most importantly, this is the first plan of its kind to contain clear, tangible metrics that will allow us to track our progress in achieving each of those goals by the end of the decade.

That includes making the most of our strategic advantages, like our proximity to the nation's capitol and our prominent role in national defense to strengthen our economy. I've set a goal of increasing the total amount of Defense Department related contracts for Virginia firms by 5%, or \$1.15 billion.

Virginia also boasts a unique blend of historic, cultural and natural attractions. Capitalizing on this asset, we are aiming to increase the economic impact of tourism in Virginia from \$16.5 billion to \$18.5 billion annually. Efforts like the Jamestown 2007 Commemoration will play a significant role in achieving this goal.

And with the Port of Virginia and Dulles International Airport, Virginia is better connected to the global economy than most states. Understanding the power of those assets, we are looking to increase the amount of goods exported from the Commonwealth by 7%, an additional \$855 million. We also want to use those points of access to attract foreign companies to Virginia. Currently, foreign-owned companies employ 2,300 Virginians and invest \$270 million every year. We want to raise those figures to 3,000 jobs and \$300 million in investment.

In addition to attracting new companies to our state, Virginia needs to do even more to foster and encourage the employers and entrepreneurs already here. To that end, we will ensure that every



Danville, October 13th—Governor Tim Kaine gathered with local, state and company officials in Danville to announce that the Ikea subsidiary Swedwood North America is locating its first American production facility there, creating more than 700 new jobs.

Virginia business has broadband access by the end of the year. We also want to make sure that state government is a better partner. We are aiming to reduce the government transaction time for businesses by 30% and increase the amount of procurement the state government does with small, women and minority-owned businesses to account for 40% of all state purchases. Finally, we will establish regional economic growth goals—based on regional data from the Council on Virginia's Future—by January 2008.

Our 21st century employers need a workforce that is highly motivated and well-educated. This is a priority as I continue to move the focus of our education system from competence to excellence. Specifically, by the end of the decade we want to increase the percentage of 18-24 year-old Virginians with a high school diploma or equivalent degree from 87% to 92%. In that same age group, we want to increase the percentage of men and women enrolled in college from 34% to 39%. And we want to boost the percentage of all Virginians with a college degree from 35% to 37%, to an additional 78,500 people.

Nearly 400 years ago, Virginia began as a business venture. That legacy of free enterprise and opportunity continues to guide us. Achieving the goals established in our strategic plan will require hard work and productive partnerships between regions, between the public and private sectors and between our various levels of government. Together, we will succeed.

For more information on "Virginia Leading the Way: Governor Tim Kaine's Economic Development Strategic Plan," please visit <http://www.commerce.virginia.gov/EconPlan/index.cfm>.



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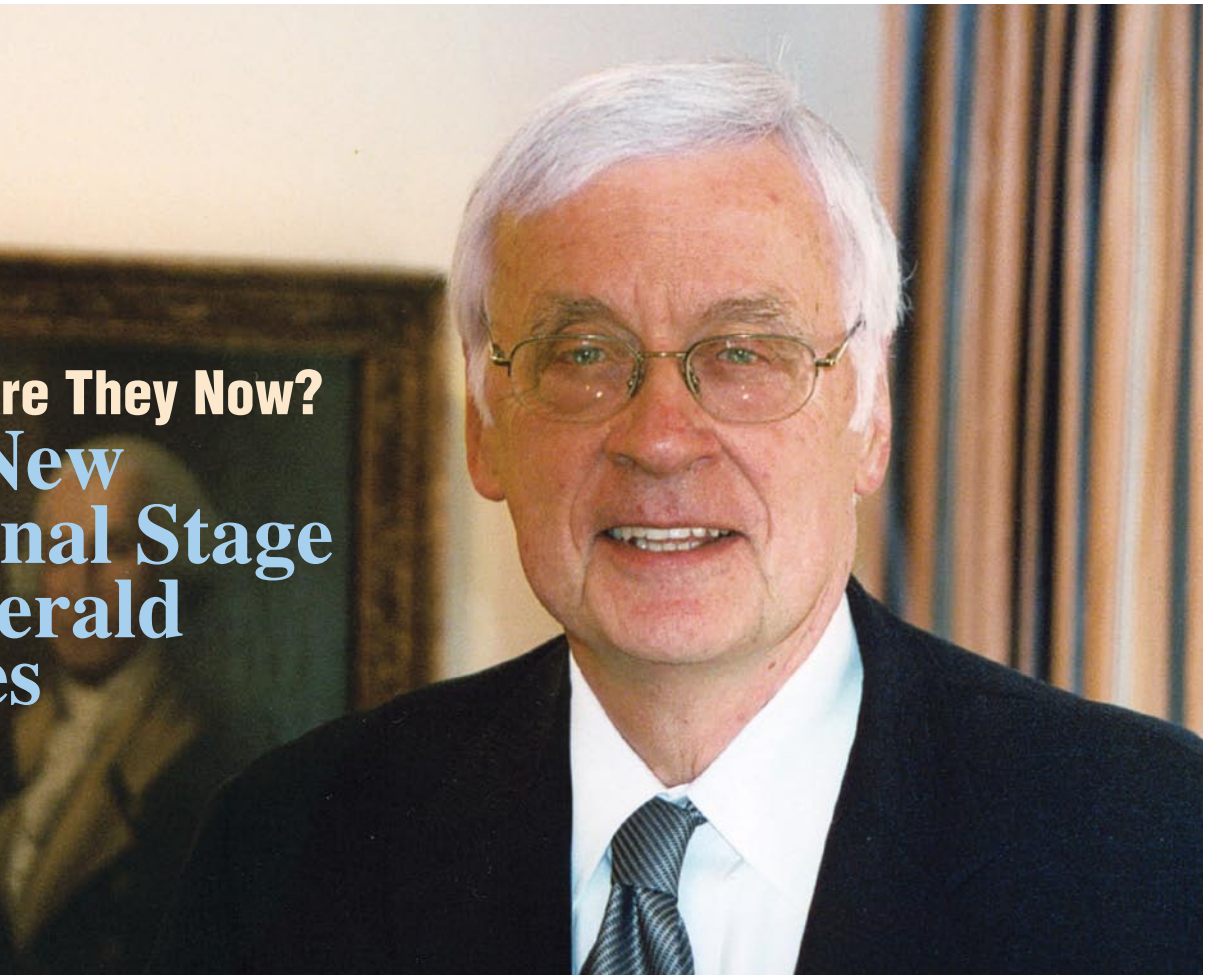
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Where Are They Now? The New National Stage for Gerald Baliles

By DENNIS PETERSON



Was he the smartest man ever to serve as Governor of Virginia? Quite possibly Gerald Baliles was. His attention to detail and his recall of names was legendary among those who knew him in public life.

In the 16 years following his last as Governor (1990), Baliles may not have been the most visible, oft quoted ex-Governor but he still played on a national stage tackling significant issues providing “strategic” vision to governments and international corporations.

From his office where he is Director of the Miller Center for Public Affairs at the University of Virginia in Charlottesville, Baliles reflects on a busy life out of elective politics. “I chaired the na-

Photo courtesy of Miller Center for Public Affairs



Miller Center for
Public Affairs at UVA
in Charlottesville

tional PBS system for four of my five years on the Board. I was fairly active in getting Congress to defeat efforts to kill off public broadcasting. I have chaired the National Airline Commission for the White House and Congress. That was an internationally recognized activity.”

But Richmond was still home where he was a partner with Hunton & Williams, a nationwide heavyweight law firm with an office in the high rises of Virginia’s capitol city. At home “I served in the Richmond area as Chairman of R-TAB, the Richmond Regional Transportation Advocacy Board. I helped to create the Greater Richmond World Affairs Council and I served on the Richmond Symphony Council.”

Gerald Baliles. The Last Highwayman.

Has Tim Kaine Missed His Chance?

In 2006, Governor Tim Kaine battled with the Virginia legislature over transportation funding. He needed new and lasting revenue for the highway system of tomorrow but House of Delegates Republicans blocked his way and the year ended in a stalemate. Has opportunity passed Tim Kaine by? Gerald Baliles, whose term in office is remembered for his transportation initiatives, says perhaps and with a warning.

Baliles says history shows it could be 2010 before the next real opportunity arrives and by then Tim Kaine will have joined him in the ex-governor's club.

"Here is the reason," he tells a visitor. "In 2007 every member of the General Assembly is up for reelection and it is unlikely that they will find those significant sums of new revenue in an election year. 2008 is a presidential year...and if you will check the records you will find very few, if any, state legislatures raising new revenue sources during an election year. The following year, 2009, is a gubernatorial election year and the House (of Delegates) is up for reelection. So that suggests 2010 may be the first year in which the legislature will be in a situation which it found itself this year."

Baliles has heard the call for ideas and innovative thinking but, he says, "You can adopt new paradigms, you can adopt a new plan, you can rename the department, you can do a lot of these things but at the end of the day it still takes money to build roads and bridges."

Citing a \$3 billion backlog for highway maintenance that has been deferred, Baliles warns against extended delays in upgrading the transportation infrastructure. "At one point, that becomes a safety issue not to mention quality of life" for Virginians. 📍

He is a member of a small club of ex-Virginia governors but he respects each member. "I always thought that while it is a relatively small club, it is one that has been successful in persuading a majority of the people to elect them and therefore you owe them courtesy and respect and friendship. Some more than others," he tells a visitor.

His law firm has a retirement policy and it even applies to former governors at age 65. "Sixteen years ago, that was not on my horizon as being something to worry about but all of a sudden that day arrived," he said. Unlike many of his retiring colleagues, "I was not prepared to ride off into the sunset and be inactive."

After considering college presidencies, among other options, Baliles accepted the leadership of the Miller Center For Public Affairs at UVA in April 2006. It is a quasi-academic organization whose mission is to "research, reflect and report on national issues important to governments of the United States with an emphasis on the American presidency." It is a world class "think tank" where the great thinkers of our times come to express great thoughts while "serving as a bridge between the best ideas of academia and the practical world of public policy." The Miller Center scrutinizes the occupants of the White House, past and present.

"I started April 1st. I would say the pace is as phrenetic as my first six months in the governor's office. Hectic, overscheduled, yet productive, intellectually stimulating and personally satisfying."

Virginia's former governor describes his new life as "policy without politics...an opportunity to delve into a number of areas involving academic research, public programs and policy matters and to do so on a very manageable scale. That appealed to me at this stage in my life."

Gerald Baliles still plays on a national stage but his theatre is now in Charlottesville, VA, his new home. 📍

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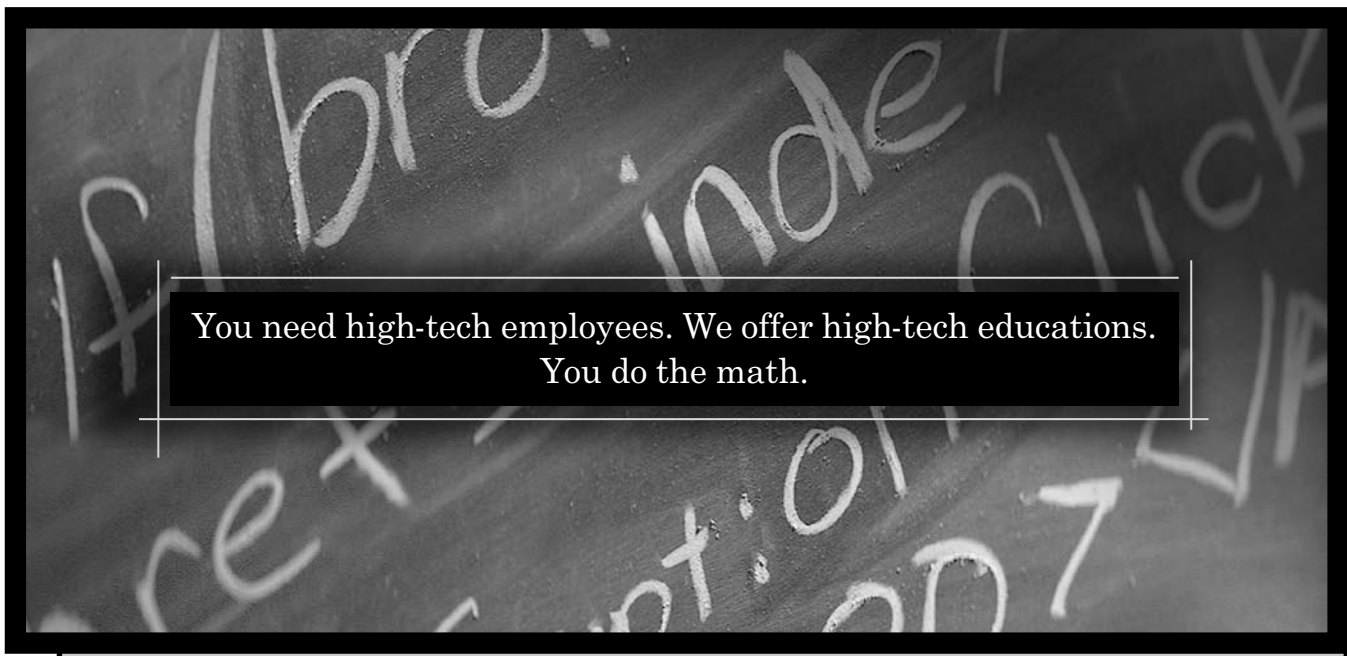
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An Honest Man

By BONNIE ATWOOD

From the most humble of beginnings, through the halls of government, large and small, Tom Hyland has landed as the new executive director of Virginians for Integrity in Government (VIG). All indications are that this new role is exactly the next step that VIG and the new “E.D.” needs.

Thomas R. Hyland (all friends and professional acquaintances call him “Tom”) started out as a child of the Great Depression. Since the age of 16, he has always worked at a full-time job. His work has been performed well, alongside a continual enhancing of his education—through college, grad school, and even now through an audited course. Hyland estimates that he has held down 25 jobs. His moving around has not been due to lack of achievement—far from it—but to his view of himself as a “risk-taker.” When it comes to taking on a new challenge, the man has no fear.

He describes himself, growing up in a mining community of rural Ohio, as a “mediocre” student, not particularly enthused with school or teachers—at least not until his senior year. Everything changed for him when he was allowed to enroll in two new electives: sociology and economics. Two subjects that went hand-in-hand, taught by a teacher who didn’t have a lot of experience or structure to go on, so he fashioned both courses as “free form.” Apparently, that was the style that was made-to-order for this diamond-in-the-rough kid, whose eyes were opened to a fascinating new world—the world of government, and public service. Though most of his classmates found these courses “boring,” young Tom was awakened to the first classes that he had ever enjoyed. It “almost became a conversation with this teacher,” said Hyland. They had not really clicked before this, but suddenly “I got to see him, and he got to see me, differently.” Thus developed Hyland’s lifelong appetite for education.

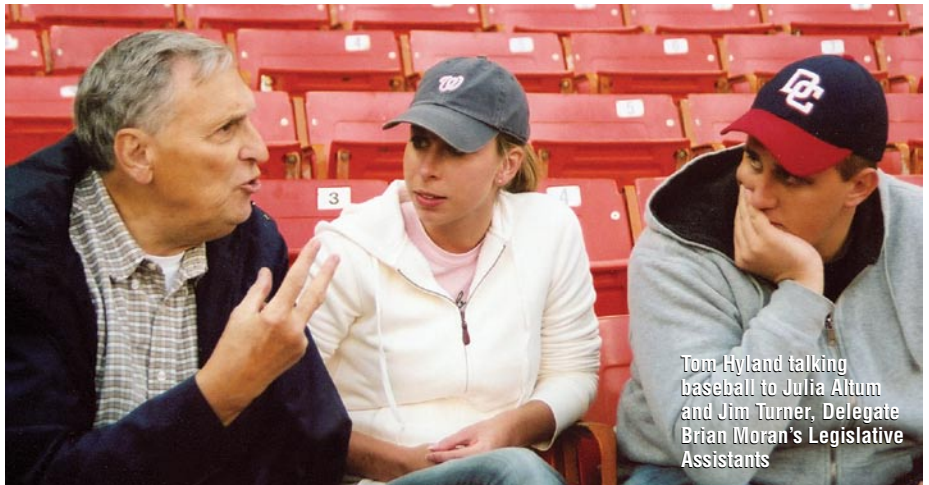
A full life followed, and still unfolds, as Hyland’s role as VIG’s executive director officially began October 1. Hyland described VIG as one of the “best kept secrets” around the Virginia Capitol. VIG, he said, is probably most known for its “Roasts,” yearly fundraising events that provide a scrumptious feast, a good-natured ribbing of a selected VIP, and raise money for VIG’s “My Political Hero” essay contest for high school students. Since their inception, the Roasts have been elegant, yet sidesplitting affairs.

But VIG is more than this. It has a record of accomplishment of more than a decade, which includes publications (including the fine one you are now reading), and education about issues of importance to citizens who care about what their government does, and, perhaps more importantly, *how* it does things.

VIG has had a quiet influence, said Hyland, but it has not “stood out.” People should pay more attention to the organization, he said VIG has looked at issues of disclosure, but he’d like to see the organization take some deeper looks at additional subjects: a fairer system of redistricting is one.

“Everybody talks about dishonesty and corruption in government,” said Hyland. “This organization is the ‘Mr. Clean’ of the Capitol. It tries to make things better for everybody, and be fair about it at the same time.”

Hyland, a large man with intense eyes, said that he has always seen himself as a servant, rather than someone who sets policy. “Ever since high school, I’ve always wanted to do public service work,” he said. He said he considers service to be a “higher calling.” In this new job, he will be in a servant role to the public. “We would hope that we (VIG) reflect what the public needs and desires,” he said.



Tom Hyland talking baseball to Julia Altum and Jim Turner, Delegate Brian Moran's Legislative Assistants

Hyland’s early service started with the U.S. Navy. While he was a pieceworker for a truck-tire builder in Dayton, Ohio, the Korean War broke out and the draft was a looming likelihood. He enlisted in the Navy in 1951 and was assigned to a Navy trade school: the newly established Pipefitter School in San Diego.

Eager to get back to the east and to his high school sweetheart (now wife, Donna), Hyland volunteered for Deep Sea Diving School in Bayonne, New Jersey. He was disappointed to learn, however, that after diving school, he was bounced right back to duty in San Diego.

After leaving the Navy in 1955, Hyland was on his way to other kinds of risks. He used the G.I. Bill to get a degree in American History and teaching, and later earned a master’s degree and taught high school.

Meanwhile, Hyland continued to enhance his own education, through studies in industrial engineering and personnel management. It was an exciting time in America. John Kennedy had just been elected president, challenging all citizens to further public service. Hyland answered the call, and began what would become 30 years of work for the federal government. Now married, and expecting their first baby, the Hyland family, traveled to the far reaches of Arizona. Hyland worked as a Management Intern with the civilian personnel office at the U.S. Army’s Electronic Proving Ground in Fort Huachuca. He went on to work for the Peace Corps and the Civil Service Commission.

Don’t think that his risk-taking ended when he started his government jobs. Hyland used his experience from his early years at the tire factory to become a labor arbitrator, something he has done up until two years ago. He said he doesn’t mind when things get “controversial—I thrive on that.”

Hyland came to Virginia in 1962, where he is now settled in Centreville. He has spent more than 15 years working as a lobbyist. Much of that time has been spent at the Virginia Capitol.

To work alongside Hyland, as this reporter has, is to spend many fulfilling hours in delightful conversation. Sitting around with coffee mugs and *The Washington Post*, he and colleagues discuss everything from Marion Barry to the history of American Indians to old movies to basic etiquette. Hyland is a learner, a thinker, a talker, and a doer.

Now 74, he could be the age of a grandfather of most of his classmates where he is auditing a course in “Historical Archeology.” “Most of them are young kids,” he said of his fellow students, “but I treat them as colleagues.” They go on archeological digs together, where the students, more often the young women, worry about his shovel work and ask him if he needs to “rest awhile.” “They think I’m ancient,” he said. His study of historical archeology was enhanced by a trip this past summer, when he and Donna traveled across Europe.

Hyland’s description of himself fits his new job as executive director: “I’m idealistic,” he said, “and, I hope, practical. I believe we all have an obligation to set standards for people, particularly as we get older, and get in higher levels of management. We should set examples as much as possible. I don’t always succeed, but I’m human.” He doesn’t much like superlatives to be used to describe him.

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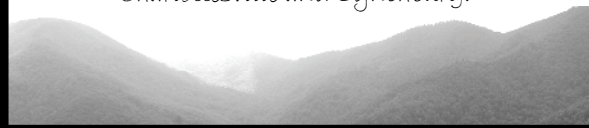
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