

ENVISION CAPITAL REGION

OUR VISION

By 2020 the Capital Region:

- ◆ will have a comprehensive education system that equitably provides for life long learning through an effective partnership among students, parents, businesses, schools and libraries.
- ◆ will be inclusive; be appreciative of its people and geography; attract, retain and nurture its citizens; be fun, safe, healthy, stimulating, respectful and welcoming.
- ◆ will be a recognized leader in promoting desired economic growth within the context of regional land use and infrastructure planning that adheres to the principle of sustainable development
- ◆ will have a sustainable economy that builds on and strengthens existing industries while promoting growth of new industries and businesses through public-private partnerships.
- ◆ will have efficient, cohesive, responsive, inclusive, and compassionate county-based governments that draw our Region together, foster sound land use planning and sustainable development, provide effective public services, address regional needs, and are accountable to individuals, neighborhoods and the Region.
- ◆ private sector will be a national model for leadership in implementing our vision, in volunteerism, and in financial contributions.

OUR CORE VALUES

Our citizens and the community will develop and use these core values as the guide posts as we pursue our interdependent Visions and Strategies. Core Values are character traits that guide in daily decisions.

Integrity
Responsibility
Faith
Excellence
Family
Innovative Initiative
Appreciation of Diversity

STAKEHOLDERS SUMMIT

The participants in the Stakeholders Summit on January 21, 1998 selected their Top Ten Priority issues to be addressed in the **VISION** Process.

<u>Priority Issues</u>	<u>Number of Points out of possible 150</u>	<u>Addressed In</u>
Education	136.5	Education
Economic Growth/Development	108.5	Economic Development
Quality of Life	75	Quality of Life
Regional Cooperation	59	Government
Transportation	59	Infrastructure
Land Use	49	Infrastructure
Government	45	Government
Infrastructure	34	Infrastructure
Environment	30	Infrastructure
Workforce Development	26.5	Education

Key Benchmarks

The following key benchmarks will be used to measure the region's progress each year. Although we have a lot to accomplish over the next 20 years, we expect to see continual improvement every year along the way.

1. REGIONAL COOPERATION--The measure for success each year for local government and education will be a) an increase in the number of shared services, service consolidations, and municipal mergers; b) cost of government per capita compared to other similar sized regions; and c) continuous increases in government and education service quality.

History--The history and appropriate Benchmarks will be determined.

2. JOB CREATION--In order to provide an opportunity for our young people to stay in the MSA and to increase the ratio of working aged persons per retirement aged person, the measure for success will be the creation of a minimum of 8,000 net new jobs each year and building toward 10,000 net new jobs each year by the year 2005.

History--From 1970 to 1994, there was an average annual increase in net new jobs ¹ of 5,920 from July to July each year (from the Bureau of Economic Analysis Database). From July 1994 to July 1995, there was a 9,100 net new jobs increase, 1996-increase of 7,800, and 1997- increase of 5,900 (estimates from the PA Department of Labor and Industry, Bureau of Research and Industry).

3. EARNINGS--Earnings per private sector job (adjusted for inflation) in the MSA will increase each year by the greater of 1%, the Pennsylvania average, or the U.S. average.

History--From 1970 to 1994, the Capital Region's private sector earnings per job increased at a compound annual rate adjusted for inflation of .32% while the U.S. increased .3% and Pennsylvania .29%.

4. EDUCATION--A measure for success will be an annual increase in the urban, suburban, and rural areas so that by the year 2018, our citizens over 25 years of age will have the following education: 90% will be high school graduates or higher, 75% will have technical training or 2 year degrees or higher, and 30% will have bachelor degrees or higher.

History--The 1990 census ² indicated the following:

<i>County</i>	<i>% High School Graduates or higher</i>	<i>% Bachelor Degrees or higher</i>
<i>Dauphin</i>	<i>77.6%</i>	<i>18.6%</i>
<i>Cumberland</i>	<i>81.0%</i>	<i>22.9%</i>
<i>Perry</i>	<i>72.3%</i>	<i>8.9%</i>

5. ENVIRONMENT--The five to fifteen Strategy Benchmarks to be developed by Vision Partners during the collaborative implementation process for the Infrastructure foundation will serve as the Key Benchmarks for Environment.

EDUCATION

VISION

¹Job and income data are from the CEEDS 97 by Woods & Poole Economics, Washington, DC. Employment data is for all jobs including 2nd and 3rd jobs and military and is located by place of work. Population, employment and income data are for July 1 of each year. This employment definition is broad and includes wage and salary workers, proprietors, private household employees and miscellaneous workers. Because of the broad definitions and place of work counting, the number of jobs are frequently larger than other employment data series.

²Source: County and City Data Book 1994, Bureau of Census, 12th Edition

The Capital Region will have a comprehensive education system that equitably provides for life long learning through an effective partnership among students, parents, businesses, schools and libraries.

STRATEGIES

A. Pre K (from birth)-12 (Public, Private, and Charter)

- 1. Expect ³ all students to graduate either ready to continue their education at a 2 or 4 year college, a technical school or apprenticeship program, or ready to enter the work force. Implement benchmark standards and assessments that are internationally competitive for advancement from grade to grade and for graduation. This will include a strong academic base for all graduates that will ensure an educated public.**
- 2. Maintain a school to work partnership that focuses on providing graduates ready to go to work for the region's employers. Create a workplace advisory council that focuses on the future to continuously establish the types of jobs available in the Region and the required job skills. Maintain a continuous system of communication between all educators, students and the business community to encourage and understand career opportunities available.**
- 3. Increase parental involvement in their children's education.**
- 4. Graduates should have strong literacy (including computer literacy), algebra and logic, science, problem solving and basic life skills.**
5. Create a Certificate of Mastery for 16 year olds benchmarked against international student standards and assessments and a Certificate of Advanced Mastery for 18 year olds. The Capital Region will set the national standard for providing vocational/technical and apprenticeship training.
6. Value pre-K education. Target all at-risk children early and help them be ready to enter kindergarten.
7. Ensure a method of insuring high quality teacher qualifications and reward teachers who produce high quality students.
8. Replace the current tenure system with a performance based system that reflects demonstrated skills and knowledge.
9. Consider longer school days and more school days per year to be globally competitive.
10. Emphasize Arts & Music.
11. Have high expectations for all young people to be learners and achievers.
12. Encourage businesses to motivate higher student achievement by using transcripts, grades, attendance, behavior and a degree as criteria in hiring decisions.
13. Recognize that less than 25% of jobs in the future will require a 4-year college education, but all family sustaining jobs will require a high level of skills training. Promote the availability of new types of rewarding jobs to educators, parents and students.

³ The highest priority strategies within each foundation are indicated by bold type. Strategies within each foundation or sub-section are in priority order.

14. Create the right level of guidance counselors for each grade from kindergarten to high school.
15. Provide opportunities for dual language knowledge beginning in elementary school.
16. Provide awareness of ethnic and cultural opportunities.
17. Use school facilities as community education and recreation facilities.

B. Higher Education

1. Create a comprehensive, higher education system in the Capital Region. Establish a partnership between the community, business, and higher education that continuously ensures that higher education produces the graduates and training required to meet the needs of the Capital Region in the globally competitive 21st century. Coordinate the roles of the region's colleges and universities and promote the world class competitiveness of the system and enhance its economic impact.

2. Provide ease of transfer between colleges and universities in the Region.

C. Life Long Education and Workforce Development

1. Encourage individuals at all employment levels to understand the need for continuous productivity improvement and to commit to pursue continuous training and life long learning opportunities. Provide competitive skills training for new jobs created by expanding and relocating business. Emphasize skills training for the unemployed.

2. Promote and provide parenting education.

3. Promote a strong apprenticeship program that is equitably available to all individuals in the Capital Region such as electricians, plumbers, and masons.

4. Provide competitive technology training and education.

D. Community Support

1. Strive to provide an equal educational opportunity for our diverse population. Enforce a non-discrimination policy at each school.

2. Focus on a family solution to helping at-risk children through partnerships with their parents and increasing the availability of family centers.

3. Expect a high level of regional cooperation from all educational institutions. Encourage qualified people to run for school boards.

4. Integrate the public library systems and all other educational systems' libraries to create a strong regional library system.

QUALITY OF LIFE

VISION

The Capital Region will be inclusive; be appreciative of its people and geography; attract, retain and nurture its citizens; be fun, safe, healthy, stimulating, respectful and welcoming.

Strategies

A. Civic Capital

- 1. Create and promote a positive image as an exciting, sustainable⁴ growth-oriented Region with people who live, work, play, and go to school together. Look at the Region as an entity with more than 500,000 people, rather than as isolated individual neighborhoods, municipalities, urban or rural areas. Focus on maintaining the positive aspects of our Region including family life, values, low crime rate and respect.**
2. Help young people to be involved in volunteer and service activities that will lead to their being civic-minded, having a sense of belonging, and growing as leaders.
3. Recognize the existence of racism in the Region and end it. Appreciate diversity and promote inclusion.
4. Expand charitable giving from organizations and individuals. Involve small businesses and young people.
5. Encourage an increase in volunteerism and service on not-for-profit boards of directors.
6. Recognize that a viable Region must include city lifestyles that incorporate housing for all economic levels and retail, services, arts and recreation within walking distance of the residences.

B. Recreation, Arts, and Culture

- 1. Provide a system of recreation and cultural facilities, opportunities and services that offer accessible, diverse, and quality recreation, arts and cultural opportunities for life long enjoyment, enlightenment and sharing.**
2. Increase awareness and utilization of existing local recreation, arts and cultural opportunities.
3. Expand green areas for recreation purposes.
4. Increase the number and variety of after 5 p.m. and weekend activities.
5. Integrate arts into life for all people.
6. Make low cost recreation activities readily available.

C. People

- 1. Become a national leader in effective parenting and promoting the family unit.**
2. Use school facilities as neighborhood centers to address children, youth and needs.
3. Assist people during difficult times in their lives through a partnership of neighbors, civic organizations, businesses, human service providers and government.
4. Encourage religious and spiritual institutions to become partners in meeting the needs of our Region.
5. Provide safe, affordable, high quality child care programs throughout the year.
6. Strive to eliminate teen pregnancy.
7. Encourage employers to develop family-friendly policies.
8. Reward desirable behavior.

⁴ Sustainable economic development, throughout the Vision document, is development that creates and maintains a high quality of life for both current residents and future generations.

9. Provide activities and facilities suitable for parents and their children.
10. Develop neighborhood centers that focus on maintaining and building the family structure.
11. Use the expertise of our elderly citizens and disabled.
12. Develop alternate programs to unite good kids.
13. Create an atmosphere to maximize the potential for the special needs population.
14. Create regional integrated social service delivery.

D. Health

1. Maintain a health care delivery system that promotes healthy babies and lifestyles, prevention and early detection of illness or disease and affordable access to high quality care, hospitals, and related services.

E. Public Safety

1. Maintain a safe and just Region for all our citizens. Involve citizens in creating the safe Region. Promote non-violence as a way of life. Reduce juvenile crime.

INFRASTRUCTURE

VISION

The Capital Region will be a recognized leader in promoting desired economic growth within the context of regional land use and infrastructure planning that adheres to the principle of sustainable development.

Strategies

A. Land Use & Environment

1. Create cooperative regional planning, zoning and capital improvements budgeting and programming. The regional plan should include the interdependent elements of water supply, waste disposal, storm water discharge, recreation and park facilities, transportation, schools, housing, business, industry and commercial. All elements should be planned and provided concurrent with development. The regional plan should be based upon the following concepts: sustainable development, encouraging brown field redevelopment, pedestrian accessibility, maintaining rural areas and open space and providing the development parcels required to meet the region's annual job growth benchmark. Flexible zoning regulations should provide for cluster housing and mixed use neighborhoods that will increase density.

2. Provide incentives for recycling or preserving existing properties and buildings and for revitalizing abandoned/run down areas.

3. Develop large, strategically located industrial parks that enhance the recruitment of major growth or technology companies, have immediate access to the interstate system and can be served by air and rail facilities.

4. Promote stewardship of the land and our natural resources.

5. Establish a land bank that facilitates recycling of underutilized properties.

6. Require private and public construction to include appropriate landscaping and buffer zones.

7. Maintain air and water quality consistent with all government regulations.

B. Transportation

1. **Expand Harrisburg International Airport facilities, number of flights and destinations. Effectively realize the economic potential of the Capital City airport.**
2. **Develop a Pittsburgh-Harrisburg-Philadelphia high speed rail service.**
3. **Develop a modern regional rail line from Lancaster to Harrisburg to Carlisle and include future consideration for extension throughout the Capital Region including Perry County.**
4. Create opportunities and incentives for larger private and public employers to promote use of alternate forms of transportation. This could include eliminating long term free parking and reducing the number of parking spaces in the downtown areas, development of accessible park and ride facilities, arranging bus routes to provide convenient access to jobs, and incentives for multi-occupant vehicles.
5. Improve Capital Region public transportation for access to jobs, learning, recreation and culture.
6. Provide a system of bike paths and hiking trails throughout the Region.
7. Recreate the passenger rail link to the South.
8. Support regional highway and bridge initiatives to effectively realize the economic potential of South Central Pennsylvania.

C. General

1. Develop regional financing and tax strategies for funding infrastructure.
2. Redevelop dilapidated areas and buildings into neighborhoods of mixed income housing.
3. Maintain equal partnership with Philadelphia and Pittsburgh in determining statewide infrastructure strategy.
4. Encourage a broad range of housing affordable for all income levels throughout the Region.

D. Utilities & Public Services

1. Create a toll free zone for local calls throughout the Capital Region.
2. Provide adequate, safe, reliable and quality electric, gas, telecommunications, water/ sewage services and solid waste (including recycling) for existing development and future growth.

ECONOMIC DEVELOPMENT

VISION

The Capital Region will have a sustainable economy that builds on and strengthens existing industries while promoting growth of new industries and businesses through public-private partnerships; and is recognized as a Region that forsees its workplaces as sites that compensate people equitably and value the full human potential of its people.

Strategies

- 1. Maintain a fully staffed, public-private partnership that is a “one stop shop” for regional economic development. Meet our job creation and earnings benchmarks through balanced expansion and retention of existing industry, creation of new enterprise and relocation of businesses. Create a regional economy that is sustainable, measurable and equitable. Maintain a continuous program of research that determines why businesses and skilled workers leave the Region and why relocating businesses either choose a competitor’s location or the Capital Region. Based on this continuous research, implement changes that enhance the Capital Region’s competitiveness and productivity.**
- 2. Develop a government, tax, and regulatory environment and cost of doing business that makes the Capital Region competitive in new job creation. Streamline and expedite land use and other permitting processes.**
- 3. Encourage and support small businesses and entrepreneurs in the Region. Enhance capital availability including: a \$30 million seed capital fund with emphasis on information technology; micro loans; and a regional loan pool. Reduce cost of insurance and other operating costs so that small businesses can be competitive and stay in business. Increase small business and entrepreneurs access to all available resources.**
- 4. Develop a world class technology center by a) becoming one of the major software centers of the world, b) recruiting 10 major technology companies to the Region, c) recruiting and retaining technically trained people to the area d) the Capital Region’s educational institutions providing trained information technology graduates at the rate of 1000 new graduates per year by the year 2000 and increasing to an appropriate annual rate by 2010, and e) retaining existing emerging technology companies.**
- 5. Encourage and support development of agriculture and attract food processing businesses.**
6. Attract businesses based on our geographic locations and our available warehousing, distribution and logistic services.
7. Develop the most wired Region in the U.S. tying businesses, governments, schools and individuals together with state of the art technology.
8. Include persons of all races in all economic development activities.
9. Develop a business/industry technology corridor from HACC to PSU Harrisburg.
10. Maintain an annual city visit program with business, government, education and community leaders.
11. Promote the Region as a medical center that exports services in a multi-state area.
12. Maintain economic impact analysis of business sectors, the arts, education, sports, and other related areas.
13. Deploy technology in the most cost effective way. Recognize there is always pain and risk in development of new technology, yet our conservative nature must not prevent such activities.
14. Attract the National Museum of the Army to Cumberland County.
15. Retain state and federal employment.

GOVERNMENT

VISION

The Capital Region will have efficient, cohesive, responsive, inclusive, and compassionate governments that draw our Region together, foster sound land use planning and sustainable development, provide effective public services, address regional needs, and are accountable to individuals, neighborhoods and the Region.

Strategies

- 1. Encourage cooperation and sharing services, where possible, in all local governments, K-12 school systems, and police, fire, and ambulance services.**
- 2. Expect effective and efficient government that uses the best business practices to dramatically increase productivity while increasing service quality.**
- 3. Develop public-private partnerships to foster implementation of ENVISION Capital Region.**
- 4. Lower taxes and reform the local tax structure. Evaluate services really required and lower taxes to that point. Base taxation on income instead of job description.**
- 5. Develop a Capital Region process for tax-base sharing.**
6. Create incentives from higher levels of government to lower levels of government for collaboration and consolidation.
7. Create a system of information transfer that provides an opportunity for the electorate to be informed and responsible.
8. Take advantage of all opportunities for the Region's fair share of monies to flow from federal and state sources to the Region.
9. Increase voter turnout. Strive to achieve 75% turnout for off-peak elections. Consider alternative voting systems.
10. Continue responsible law enforcement as described in the community policing concept.
11. Provide adequate planning and preparation for emergencies and disasters.
12. Develop a leadership learning academy for regional government officials and candidates.

PRIVATE SECTOR LEADERSHIP

VISION

The Capital Region Private Sector will be a national model for leadership in implementing our Vision, in volunteerism, and in financial contributions.

Strategies

1. **Encourage for-profit and not-for-profit organizations to endorse the Vision, adopt strategies for implementation and provide the private sector leadership required to implement ENVISION Capital Region.**
2. **Consolidate and coordinate non-profit organizations to increase productivity, effectiveness, and efficiency, and to avoid duplication.**
3. **Encourage private sector leaders to take responsibility in creating regional pride and a sense of community throughout the Region.**
4. **Expand the region's global vision, the understanding of the region's place in the world and how to be an effective global contributor and competitor.**
5. **Expand volunteerism at all age levels.**
6. Develop a legislative agenda necessary to implement the strategies of ENVISION Capital Region.
7. Require corporations receiving tax breaks for job expansion to meet an established benchmark for public service per dollar of incentive.
8. Expand the leadership base. Include a diverse group of individuals.
9. Expand leadership training beginning with young children and encourage all young people to participate in volunteerism.
10. Expect for-profit and not-for-profit organizations to provide the leadership required for diversity to be included in the implementation process for every strategy.
11. Encourage non-profit organizations to diversify their boards in age and other ways.
12. Consider the impact of our aging population on the region's resources. Expect each individual to begin preparing for his/her own retirement through savings, health insurance, nursing home insurance, and life insurance. Develop programs to minimize the number of unprepared elderly and encourage the development of safety nets for the unprepared.
13. Cooperate internally within the Region in order to compete externally.

Revised: March 27, 2001

THE ENVISION CAPITAL REGION PROCESS

A. GENERATING OUR SHARED VISION FOR THE FUTURE

1. A diverse 36-person Steering Committee representative of the community was selected to guide the process.
2. The Steering Committee selected a diverse Vision Task Force from all sectors and geographic areas of the Region.
3. The facilitator interviewed 111 individuals November 11-13, 1997.
4. Nearly 600 people attended the Stakeholders Summit January 21, 1998. Supporting organizations and the news media had publicized this public meeting at the Cumberland Valley High School. The participants selected their top ten issues to be considered by the Vision Task Force and selected 15 additional members for the Vision Task Force.

5. The 184-member Vision Task Force met during February and reached consensus on Vision, Strategies, Key Benchmarks and Core Values. The draft was edited and available for distribution on March 25, 1998.
6. Organizations and individuals throughout the community were urged to review the draft document and provide comments at the Town Hall meeting on April 30, 1998.
7. ENVISION Task Force members made 125 presentations on the draft Vision to 6000 individuals from community organizations between March 25, 1998 and the April 30, 1998 Town Hall meeting.
8. The draft Vision document was presented to the public in April by the media. On Sunday, April 26, 1998, the Patriot-News Company printed the entire draft. A Town Hall meeting was held for citizen input at 7:00 p.m. on Thursday, April 30, 1998, at the Rose Lehrman Arts Center of HACC. Two hundred individuals attended.
9. The Steering Committee approved the final Vision document and printed copies for distribution in May 1998.

B. COLLABORATIVE IMPLEMENTATION

1. Responsibility for monitoring and assuring implementation is with the Capital Region Chamber of Commerce. The **ENVISION CAPITAL REGION** Steering Committee is an existing committee of the Capital Region Chamber of Commerce.
2. The **ENVISION CAPITAL REGION** Steering Committee will be diverse and community-based to provide leadership during the implementation process.
3. Private and public sector organizations of all kinds and individuals will be asked to endorse the Vision in concept and become Vision Partners. (This does not mean that Vision Partners agree to the Vision document in total, but that they will select those strategies that they do agree with and actively work to make them reality.) (May-August, 1998) Organizations encouraged to endorse the **ENVISION CAPITAL REGION** will include, but not be limited to: all governments and departments of governments, all utility providers, school systems, industries, businesses, unions, non-profit community service organizations, churches, civic organizations, industry organizations, labor organizations, minority organizations, higher education, state representatives and federal representatives. The **ENVISION CAPITAL REGION** Task Force will assist in obtaining these endorsements.
4. Vision Partners will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Vision Partner or Strategic Alliance will develop Action Steps for the specific strategies they adopt and establish Strategy Benchmarks to facilitate annual measurement of progress for each strategy. The Steering Committee will approve all Strategy Benchmarks before their adoption as official **ENVISION CAPITAL REGION** Benchmarks. (September-November, 1998)
5. Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies have been covered within the time frames for effective implementation. Progress on every Strategy cannot begin immediately, but will be phased in over a 5 to 10 year period as applicable.
6. Progress on Strategies will be communicated on a regular basis.
7. There will be an annual update of the Key Benchmarks and the Strategy Benchmarks. Input from the public will be received and progress on Strategies and the Benchmark update will be presented at an annual Town Hall meeting.
8. The leadership of the **ENVISION CAPITAL REGION** Implementation Process will continue to be diverse and community-based with management support and coordination provided by the Capital Region Chamber of Commerce for at least a five-year period.

ENVISION CAPITAL REGION TASK FORCE

DAVID A. SCHANKWEILER-CHAIRMAN

Mr. Dan Alderman	Ms. Winnie Flynn	Dr. William Lepley	Ms. Virginia Roth
Ms. Marion C. Alexander	Mr. Brad Forman	Ms. Nancy LeRoy	Mr. Don Royal, Jr.
Mr. Edward Arke	Mr. Michael Fox	Mr. Jay Levine	Mr. Jan Rumberger
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Ms. Heidi Botts	Mr. George Grode	Ms. Martha McGraw	Ms. Susan G. Simms, Esq.
Mr. Michael A. Brenner	Mr. Deep Gupta	Mr. James Mead	Ms. Lisa Sloane
Mr. Peter Burke	Mr. Irving Hand	Dr. Steven Messner	Ms. Kathleen Smarilli
Mr. Stephen Burke	Mr. Jordan Harburger	Mr. Bob Michalski	Mr. Elvis Solivan
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Ms. Lenore H. Cameron	Mr. Gary Hertig	Ms. Jennifer Miller	Ms. Julie Sullivan
Mr. Carl Campbell	Mr. Steve Hoffman	Ms. Sylvia Miller	Mr. Russel Swanger, Jr.
Mr. Ed Carney	Ms. Joan Holman	Mr. Alex Minishak, Jr.	Mr. Charles Tandy
Ms. Rebecca Chamberlain	Mr. Josh Hooper	Mr. Harry Mirach	Mr. David Tang
Ms. Nancy Chavez	Ms. Ellen Hughes	Ms. Beth Mollard	Ms. Linda Till
Mr. Keith Clark	Mr. William Hunter	Mr. Gerald K. Morrison	Mr. Alan Todd
Ms. Jane Coleman	Ms. Lauren S. Imgrund	Mr. Donald Mowery	Ms. Diane Tokarsky
Ms. Jennifer Cooney	Mr. Robert M. Jackson	Ms. Sara Muniz	Mr. Matthew Tunnell
Ms. Vera Cornish	Ms. Wilma Jackson	Mr. Phillip J. Murren	Mr. Todd VanderWoude
Ms. Christine Crist	Mr. Walter Jones	Mr. Larry Myers	Mr. John Warden
Mr. Joseph A. Crown, II	Ms. Anne Kanavy	Mr. Scott Newkam	Mr. Jeffrey Walters
Mr. Alan Dakey	Ms. Nancy Karlik	Sister Romaine Niemeyer SCC	Mr. Jim Warnock
Ms. Margaret Danner	Mr. William Keen	Mr. Bill Oakland	Mr. Harry Warren
Ms. Jonelle Prether Darr	Ms. Kathy Keith	Mr. Paul Orr	Ms. Ellen Warren
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Ms. Marsha Davis	Ms. Deborah Keys	Mr. William Peterson	Ms. Mary Webber
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Mr. Robert Dietz	Rev. William J. King	Ms. Gale Pierce	Mr. Jeffrey Wendle
Mr. Robert Dolan	Mr. John Kirkpatrick	Ms. Donna Pinkham	Mr. Timothy Weston
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Mr. Robert Feaser	Ms. Barbara Kotch	Dr. Sara N. Prioleau	Ms. Kathy Wildauer
Mr. John Feaser	Mr. Paul A. Lauchle	Mayor Stephen Reed	Mayor Kirk Wilson
Mr. Dennis Felty	Mr. Rick LaVanture	Mr. Clarence Riley	Mr. Tom Williams
Mr. Alan Flenner	Mayor Barbara Layne	Ms. Linda Roberts	Mr. Michael Zarcose
Ms. Mary Jo Flood Shaub	Mr. Walter Leidig	Mr. James D. Ross	Mr. Glenn Zehner

Ex-Officio Members

Mr. Patrick Conway
Ms. Barbara Groce

***The names of the Steering Committee members are printed in boldface type**
Facilitator: Henry Luke, LUKE Planning, Inc., Jacksonville, Florida
Process Manager-Capital Region Chamber of Commerce