

# FOCUS TOWARD THE FUTURE

## Caswell - Danville - Pittsylvania

### A Global Marketer of Quality Products

The Caswell - Danville - Pittsylvania region will have:

- ~ a system that educates and trains young people and adults to compete in a world class workforce as productive citizens
- ~ balanced economic growth in new and existing businesses by creating value added jobs in manufacturing, logistics and tourism
- ~ a community lifestyle that is safe, attractive and inviting to our diverse population
- ~ infrastructure that meets our citizens' and organizations' needs and provides global competitive advantage
- ~ government that is sensitive to creating growth and establishing an atmosphere of oneness in the region
- ~ strong private sector leadership and civic responsibility among citizens of all ages

The Focus Toward the Future Task Force for Caswell - Danville - Pittsylvania agreed on the following key benchmarks. We will measure our progress every year by these external benchmarks.

- ~ The region will produce 900 net new jobs each year.  
History -- The region gained 373 net new jobs per year from 1970 to 1980 and lost 10 net jobs per year from 1980-1992. <sup>1</sup> From 1990-1992, the Danville-Pittsylvania MSA ranked 303 out of 311 MSAs in the U.S. in

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<sup>1</sup>Job and income data are from the CEEDS '94 "MSA Profile - Metropolitan Area Forecasts to 2015" by Woods & Poole Economics, Washington, D.C. Employment data is for all jobs, including second and third jobs, as well as military service, 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 is frequently larger than other employment data series. The Benchmark comparison will be updated on a regular basis to monitor progress.

annual employment growth rate. Over 7,000 individuals (net basis) travel to a job outside the region every day, causing a lack of industrial/commercial tax base, energy, motivation and time for activities within the region.

- ~ The region will increase constant dollar earnings per job on an annual basis at the greater of the state of Virginia or North Carolina's annual rate.  
**History --** Between 1980 and 1992, the annual percent change in constant dollar earnings per job for Virginia was .78 percent, North Carolina .9 percent, Caswell 1.73 percent, Danville-Pittsylvania .5 percent and the United States .31 percent.
  
- ~ The percentage of manufacturing jobs in the region will be the highest in the United States.  
**History --** In 1992, Danville-Pittsylvania had 30.1 percent manufacturing jobs, ranking fifth among the 311 MSAs, while Caswell had 15.2 percent. In 1980, Danville-Pittsylvania had 37.3 percent manufacturing jobs and actually lost about 4,000 manufacturing jobs between 1980 and 1992.
  
- ~ The three school systems in the region will be in the top five percent of U.S. school systems and will be globally competitive.  
**History --** The well known Expansion Management magazine's annual education data series listed Danville's education quotient at 96.5 in 1994 and 93.9 in 1995, in comparison to the United States average of 100. Pittsylvania was 89.9 in 1995. Caswell has not been included in the comparison to date.<sup>2</sup>
  
- ~ The region will achieve the lowest murder rate per year of any Virginia or North Carolina MSA.  
**History --** Danville and Pittsylvania had a murder rate per 100,000 population of 15.3 in 1993 and 14.3 in 1992. The Richmond MSA's comparable rate was 17.4 in 1993 and 16.7 in 1992. Charlottesville MSA was lowest in 1993 at 2.2 and the Bristol MSA in 1992 was 3.3. Virginia's was 8.3 in 1993 and 8.8 in 1992. North Carolina's was 11.3 in

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<sup>2</sup>The Education Quotient is from the September-October 1994 and 1995 Expansion Management magazine. On a 50 to 150 scale, with 100 being the average, it provides a capsule summary of how a school district stands on a continuum of school districts with enrollments of 450 or more, considering seven indicators of education quality. The seven factors are 1) graduation rate, 2) average college board scores, 3) teacher salaries, 4) per pupil \$ on instruction only, 5) student-to-teacher ratio, 6) surrounding community graduation rate, and 7) average income level.

1993 and 10.6 in 1992.<sup>3</sup>

Additional Benchmarks and Intermediate Goals will be developed during the implementation process.

### Stakeholders Summit

The participants in the Summit selected ten top Priority Issues to be addressed in the Vision.

Category	Number of points out of possible 100
Education	98
Economic Development	83
Safety and Crime*	57
Shared Vision and Regional Planning**	35
Quality of Life	30
Race Relations*	29
Youth Activities*	26
Cultural Activities and Entertainment*	23
Infrastructure	20
Sense of Community*	19

\* Covered in Quality of Life

\*\* Covered in Private Sector Leadership and Government

The facilitator used this list as a guide during the facilitation process and all of these issues are addressed in the Vision and Strategies.

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<sup>3</sup>The source for crime data is "Uniform Crime Reports for the United States 1992 and 1993" printed annually by the Federal Bureau of Investigation, U.S. Dept. Of Justice, Washington, D.C.

# EDUCATION

## VISION

The Caswell - Danville - Pittsylvania region will have a system that educates and trains young people and adults to compete in a world class workforce as productive citizens.

## STRATEGIES

### **K-12<sup>4</sup>**

- 1. Establish regular world-class competency testing at all grade levels and require passage of a final competency test that measures the student's educational attainment in the essential skills of reading, math, writing, science and language.**
- 2. Prepare students to make a decision about their future and expect all students by the end of the eighth grade to select either a college prep, tech prep or apprenticeship curriculum.**
- 3. Expect all students to be successful and responsible for their own learning.**
- 4. Evaluate performance of teachers and staff based upon student achievement.**
- 5. Incorporate in the curricula: team building, conflict resolution and other 21st century workforce skills.**
- 6. Provide top quality guidance and counseling services available to all students.**
- 7. Develop and promote focus (magnet) schools.**
- 8. Improve competency tested high school graduation rate to 90 percent.**

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<sup>4</sup>The Task Force participants voted by ballot to establish priority for the strategies within the six foundation areas. The highest priority strategies are arranged in order within each foundation or sub-sections and indicated by bold type.

9. Encourage dropouts to re-enter the learning environment and provide remedial programs for children who fail competency tests.
10. Promote students to the next grade level on the basis of achievement and performance.

## **LIFE LONG LEARNING**

11. Develop a community awareness that life long learning is absolutely necessary to be competitive in the global marketplace.
12. Develop world-class benchmarks for the life long education system.
13. Expect business to have pro-active and continuous training programs to prepare their workers for the future and to work with the school system in apprenticeship programs.
14. Develop a one-stop, user friendly basic adult education program.

## **POST SECONDARY EDUCATION**

15. Deliver comprehensive programs, including engineering, required by the region's employers at our local colleges and through distance learning at the bachelors, masters and doctoral levels.
16. Encourage at least 90 percent of our students to receive some post secondary education.

## **COMMUNITY SUPPORT**

17. Develop a parent, school, business and community partnership that ensures the workforce will be well prepared to meet the skills required by the region's employers.
18. Create a community commitment which accepts accountability for providing a globally competitive education system.
19. Expect families to send their children to school prepared to learn, and in those situations where the family cannot meet this expectation, the region's churches, civic clubs, social organizations, neighborhood groups and social service providers must fill the gap. Ensure that every child has at least one adult mentor.

20. Provide a safe environment in our schools.
21. Provide the financial resources necessary to support this vision.
22. Encourage educators and employers to exchange jobs temporarily for mutual understanding.
23. Expand and share technology resources within the region by creating an electronic village.
24. Celebrate our successes.

# ECONOMIC DEVELOPMENT

## VISION

The Caswell - Danville - Pittsylvania region will have balanced economic growth in new and existing businesses by creating value added jobs<sup>5</sup> in manufacturing, logistics and tourism.

## STRATEGIES

**Create Value Added Jobs That Produce Goods or Services for Export from the Region to the U.S. and the World**

- 1. Maintain a competitive regional economic development program for value added business, balanced among expansion and retention of existing business, creation of new business enterprise and recruitment.**
- 2. Develop the highest regional manufacturing job percentage in the U.S.**
- 3. Create a vehicle for open discussion with economic developers and union leaders to develop mutually acceptable strategies for attracting new industry.**
- 4. Create a diverse technology oriented job base.**
- 5. Create a strong telecommunications culture and industry that links the region to the U.S. and the world.**
- 6. Develop the region as a major logistics center.**

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<sup>5</sup>In every region, there are jobs that add value for export of goods or services outside the region to the rest of the U.S. and the world. Export of services includes non-residents bringing their cash dollars to the region as conventioners, tourists, students, medical patients or as the back office operation for a major financial organization. These value added jobs produce the cash income for the region that provides the opportunity for jobs that are internally focused. These internally focused jobs are either 1) local personal types, like barbers, accountants, lawyers, teachers, government workers to bankers or 2) jobs that sell products primarily produced elsewhere such as cars, appliances or clothes. Both of these internally focused job types rely on cash income from outside the region. If the value added jobs decline, the internally focused jobs will decline to a greater extent.

7. Build a thriving tourism/convention industry, that utilizes our historic and natural resources.
8. Create a thriving film/video business.
9. Enhance the region's export of education services.

### **Continuously Improve Productivity to Compete Globally and Provide Opportunity for Wage Growth**

10. Create a high quality, technologically skilled workforce.
11. Develop the ability to innovate and act more quickly than competing communities (e.g. - We will conceive and do it faster).

### **Create a Globally Competitive Business Climate**

12. Develop a community attitude which enables the implementation of the vision and strategies.
13. Foster 21st century employee-management relationships -- a "we" relationship.
14. Improve government pro-business environment on a continuous basis.
15. Develop pride in the region.
16. Merge the local economic development agencies.
17. Develop a globally competitive regional industrial park.
18. Maintain an abundant shell building supply.
19. Develop enterprise zones.
20. Retain and recruit young adults.
21. Develop the riverfront and historic resources.
22. Develop child care facilities.
23. Conserve and protect our natural environment and resources, balanced with

meeting the job needs of our citizens.

# QUALITY OF LIFE

## VISION

The Caswell - Danville - Pittsylvania region will have a community lifestyle that is safe, attractive and inviting to our diverse population.

## STRATEGIES

### People

1. Foster parenting skills by emphasizing the family's responsibility supported by our schools, churches, health care and community service agencies and employers.
2. Promote strong family units at all economic levels.
3. Encourage citizens to prepare for self-sufficiency in retirement.
4. Support quality and affordable health care for all people.

### Safety and Crime

5. Involve citizens in crime prevention and solution.
6. Support the criminal justice systems with state of the art equipment and other resources needed to reduce crime.

### Race Relations

7. Create a regional black and white council which has the responsibility to maintain a continuous dialogue to eliminate racism; hold a regional open forum on at least an annual basis; and, evolve into a multi-ethnic council.
8. Assimilate people from all ethnic backgrounds into the total life of the community.

### Youth Activities

9. Maintain a program for academic, social, spiritual and physical development for all youth in the region in four age groupings: pre-school,

**elementary, middle school and high school.**

- 10. Create a regional open forum for young people to communicate their desires, interests and needs.**

### **Cultural Activities and Entertainment**

- 11. Create an atmosphere which encourages our young people to stay in the region.**
- 12. Foster public-private partnerships that support cultural and entertainment opportunities.**
- 13. Maintain public and private recreational opportunities throughout the region, for our citizens and visitors.**
- 14. Recognize and promote the region's cultural and ethnic diversity.**
- 15. Create a bi-state authority to develop a Heritage Museum.**

### **Sense of Community**

- 16. Promote an environment where all people accept responsibility for their actions, while being charitable and generous to each other.**
- 17. Create the sense we are all one group of Americans, striving for a better community in our region.**
- 18. Develop leadership qualities in our young people.**
- 19. Foster a willingness to work outside traditional boundaries--think outside the box.**
- 20. Encourage our citizens to register and vote.**

# INFRASTRUCTURE

## VISION

The Caswell - Danville - Pittsylvania region will have infrastructure that meets our citizens' and organizations' needs and provides global competitive advantage.

## STRATEGIES

### Transportation

1. Develop a competitive, high-tech transportation system, which includes highway, rail and air systems linked together to meet current and future needs.
2. Four-lane Highway 86 to Interstate 40, to open the region to the Research Triangle Park and eastern Triad areas.
3. Encourage Interstate 73 to be located east of the current U.S. 220 Corridor and which connects on the east side of Martinsville.
4. Route the proposed Norfolk to Los Angeles interstate through Pittsylvania County.
5. Increase efficiency and capacity of regional bridges.
6. Accelerate construction of U.S. 29 north of the region and complete U.S. 58 East and West.
7. Promote expanded passenger rail service through the region.
8. Pursue interstate reclamation of old railroad right-of-way for recreation for citizens and visitors.

### Technology

9. Ensure a state of the art telecommunications infrastructure within the region that is accessible to the world.
10. Provide state of the art technology for our school systems.

11. **Develop research centers, small business development centers and incubators that promote the growth of intellectual capital, innovation and entrepreneurship.**
12. **Stimulate a widespread use of worldwide communications infrastructure.**
13. **Achieve local telephone dialing within the entire region.**

### **Productivity**

14. ***Tweak* the system continuously to maximize the productivity of our infrastructure.**
15. **Implement financing for infrastructure that supports our vision and strategies.**
16. **Maintain and enhance our infrastructure, thereby increasing the productivity of our capital assets, people and organizations.**
17. **Install air conditioning in all schools.**
18. **Maximize the value of the water resources of our region while protecting the natural environment.**
19. **Keep infrastructure development sensitive to all our community's constituencies.**
20. **Create agreements between Virginia and North Carolina that encourage infrastructure development.**
21. **Provide safe drinking water, sanitation facilities and electricity to all residents of the region.**

# **GOVERNMENT**

## **VISION**

The Caswell - Darville - Pittsylvania region will have government that is sensitive to creating growth and establishing an atmosphere of oneness in the region.

## **STRATEGIES**

### **Provide Government Services Efficiently and Effectively**

- 1. Listen to the customers of government -- our citizens; investigate the government service delivery processes; make continuous improvement, and when necessary, make dramatic changes.**
- 2. Expand the tax base and embrace a realistic tax rate.**
- 3. Demand local government officials and staff make decisions that assure the long term success of the region.**
- 4. Evaluate elected government officials and staff, based upon our benchmarks, visions and strategies.**
- 5. Make strategic use of statistical data and benchmarking.**
- 6. Promote and ensure integrity in local government which earns the respect of all citizens.**

### **Governmental Reform**

- 7. Select the form of local government which provides essential services most efficiently and effectively.**
- 8. Increase the authority of local government to provide services effectively.**

### **Regional Cooperation**

- 9. Create a regional comprehensive plan.**
- 10. Develop a bi-state council of governments for the region.**

## **Citizen Involvement**

- 11. Inform and involve citizens on a regular structured basis.**
- 12. Encourage more qualified people to run for public office.**

# PRIVATE SECTOR LEADERSHIP

## VISION

The Caswell - Danville - Pittsylvania region will have strong private sector leadership and civic responsibility among citizens of all ages.

## STRATEGIES

1. **Secure the commitment of the private sector's leadership and resources for our vision and strategies to become reality.**
2. **Promote a regional community attitude that is progressive and is willing to accept change.**
3. **Establish diverse benchmarks and use them to measure our annual progress toward meeting our vision and strategies.**
4. **Develop private company support that encourages individuals to provide civic and community leadership.**
5. **Provide periodic public forums that describe threats and opportunities for our region, its citizens and organizations.**
6. **Develop a regional youth leadership program.**
7. **Create a forum that fosters public and private sector partnerships.**
8. **Increase the civic involvement of citizens ages 20 - 40.**
9. **Require civics, government and economics to be taught in grades K-12, using private sector leaders as mentors.**
10. **Create a bi-state organization which maximizes the synergy of the South Central Virginia Piedmont and the Research Triangle.**
11. **Strengthen the involvement of the retired population in volunteer programs.**
12. **Merge the alumni organizations of Leadership Caswell and Leadership Southside.**
13. **Develop a private sector pool of incentives to access worldwide**

**telecommunications systems.**

# THE PROCESS

The process began, owing to the belief that Caswell - Danville - Pittsylvania needed to develop a vision for the future. The public and private sectors funded the process and formed a diverse Steering Committee in the summer of 1995. The Steering Committee was challenged to generate the Caswell - Danville - Pittsylvania "Focus Toward the Future."

The following steps led to the adoption of our shared vision for the future:

- ~ The Steering Committee selected a diverse Task Force from all sectors and geographic areas of Caswell - Danville - Pittsylvania.
- ~ The facilitator interviewed approximately 100 individuals.
- ~ Over 170 people attended the Stakeholders Summit on Sept. 23, 1995. Supporting organizations and news media had publicized this public meeting held at Bonner Junior High School in Danville. The participants selected their top ten issues to be considered by the Task Force, and selected ten additional members for the Task Force.
- ~ The 117 member Task Force met during the fall and reached consensus on vision, strategies and five key benchmarks.
- ~ The draft "Focus Toward the Future" document was presented to the public on March 23, 1996 by the media. A Town Hall meeting was held for citizen input at 7 p.m. on March 26, 1996.
- ~ The media have provided the opportunity for all citizens to be informed.
- ~ The Steering Committee and Task Force received input from many interested citizens and organizations during the process.

The seven-month process provided the opportunity for involvement for all our citizens.

Caswell - Danville - Pittsylvania will have a bright future as we work together to "Focus Toward the Future."

# IMPLEMENTATION STEPS

The Steering Committee will be responsible for ensuring that "Focus Toward the Future" is adopted by many private and public sector organizations throughout the community.

The process began by asking private and public sector organizations throughout Caswell - Danville - Pittsylvania to review the "Focus Toward the Future" document and attend the Town Hall meeting with their input.

The Steering Committee will form a Speakers Bureau that will visit with the community organizations and seek their support through June 1996.

As organizations adopt the "Focus Toward the Future," they will be asked to identify the strategies that they are uniquely capable of incorporating in their action plans and pursuing to reality. By July 1996, the Steering Committee will review the six foundations and determine the organizations to be responsible for each foundation or set of strategies within each foundation. The Steering Committee will recruit organizations or task forces to be involved in key strategies that need added support or emphasis.

The implementation organizations (IO's) that agree to take responsibility for each set of strategies will develop objectives and action steps to assure that the strategies become reality. During this process, they will also develop additional key community benchmarks to measure the Caswell - Danville - Pittsylvania program along the way. The benchmarks and action plans for individual strategies will be supportive of the total vision and benchmarks.

Each strategy may not have an implementing organization and/or action plans initially, because the timing is not right for immediate action. The "Focus Toward the Future" process is a 10 to 20 year iron-person triathlon, not a six month sprint. The IO's will report on their progress on action plan and benchmark development to the Steering Committee and public in October 1996. Thereafter, progress reports will be made every six months, with opportunity for public interaction. The benchmarks will be updated and progress reported annually.

The Steering Committee will remain in place to provide oversight and accountability for the process, but the IO's will have the primary operational responsibility. The governmental organizations may want to replace their designated representatives as conditions change, but the private sector representatives will stay in place to provide

continuity over the next two years. The Steering Committee may have the following subcommittees or assign responsibility to selected implementing organizations:

- ~ **Communications** - Assure wide initial distribution of the "Focus Toward the Future" document, and maintain constant interest throughout the community.
- ~ **Speakers Bureau** - Tell groups about "Focus Toward the Future" and seek support and provide media input.
- ~ **Semi-annual Public Meeting** - Provide the logistics for this important meeting and insure a meaningful experience for everyone involved.
- ~ **Benchmark Update** - Prepare the annual update of the benchmarks developed initially by the Task Force, along with additional benchmarks developed during the implementation process.

The Steering Committee will select an organization(s) to provide the necessary staff and funding support for the Steering Committee.

During the next 10 to 20 years, there will be a receptive attitude to individuals and organizations who become interested in advancing the cause of the individual strategies.

# VISION TASK FORCE MEMBERS

Chairmen: John Collins ~ George Daniel ~ David Price

## STEERING COMMITTEE

John Blackwell  
Ben Davenport, Jr.  
Larry DePriest  
Lawson Grant  
Linda Green  
Ray Griffin, Jr.  
C.G. Hairston

Dr. Harold Henry  
Sandy Jones  
Danny Marshall  
Audrey Millner  
Dr. Andrew Overstreet  
William Pritchett  
Dr. Carlyle Ramsey

Gregory Reid  
Sherman Saunders  
Susan Stilwell  
George Supensky  
Dr. Jerry Webb  
Cathy Wright  
Linwood Wright

Ralph Adams  
Ruby Archie  
Paul Ashworth  
David Bennett  
Greg Boozer  
William Brooks  
Frank Burdette  
Howard Burnette  
Irvin Burton  
Malvin Carr  
Kim Clifton  
Joanne Coles  
Arlene Creasey  
Deloris Crews  
The Hon. Pete Daniel  
The Rev. Don Davidson  
Sharon Diggs  
Robert Dorr  
Linwood Duncan  
Gwen Edwards  
Aubrey Ferrell  
Steve Finkner  
Jesse Fitz  
Ed Fitzgerald, IV  
Willie Fitzgerald  
Dr. Betty Jo Foster  
John Foster  
Robert Gilbert  
Glenn Giles  
John Gilstrap  
The Rev. Sam Griffith

John Hamlin  
Dorothy Harris  
Ronnie Haymore  
Eugene Hayes  
Dr. Mark Hermann  
Peter Howard  
Ann Hurt  
Michael Irby  
Jerry Jacobus  
Jeremiah Jeffries  
Sylvesta Jennings  
Theodore Jones, Jr.  
F.A. Keatts  
Michael Levy  
Kodell Loftis  
Issac Long  
Lee Lunsford  
Charles Majors  
Tim Mallad  
Charlie Mattox  
Joan Mays  
Dr. Shirley Mayhew  
Neil McCarter  
Donald Merricks  
Charles Miller, Sr.  
Joseph Miller  
Neal Morris  
Virginia Motley  
Robert Neals  
Linda Oakes  
Dr. James Owen

James Peters  
Harold Plaster  
Dan Pleasant  
Susan Pomposini  
Raymond Ramsey  
Linda Rhue  
Arnold Rogers  
Everlena Ross  
Charles Scott  
Wanda Sherman  
Charles Smith  
Claudia Smith  
Elizabeth Smith  
Elizabeth Spainhour  
Eileen Stendig  
Wanda Talbert  
Paul Tax  
F.W. Townes, III  
Clyde Tuck  
Jerry Van Voorhis  
Martha Walker  
Verla Wall  
Patricia Warren  
Ralph Warren  
Robert Warren, Jr.  
Ronald Watson  
Grey Webb  
Dr. C.L. Wentz  
Kirby Wright  
Phillip Wright  
Walter Lea Thomas

Facilitator: Henry Luke - Luke Planning - Jacksonville, Florida  
Process Managers: Allan Libby and Laurie Moran