

June 9, 2006

Mr. Richard D. Brown
Director
Department of Planning and Budget
1111 East Broad Street, Room 5040
Richmond, Virginia 23219-3418

Dear Mr. Brown:

I am pleased to submit the Center for Innovative Technology's (CIT) fiscal year 2007 Operating Plan, which was approved by the CIT Board of Directors on May 24, 2006.

For 2007, CIT will complement its mission of "accelerating the next generation of technology and technology companies" with a bold objective. This objective is to "secure national recognition as the premier services provider engaged in technology company creation and growth resulting in Virginia being the top destination for new company formation." The addition of this objective is designed to send a clear message to all CIT stakeholders that we intend to expand our scope and raise our profile to a national level. Doing this enables us to position Virginia as the nexus of technology innovation.

Similar to the 2006 Plan, CIT will continue to migrate toward federal and private sector funded services that support our mission and objective.

The 2007 Plan contains minor adjustments to the 2006 Operating Plan. These adjustments are reflected in the process and procedure CIT will use to both predict and record the contribution that CIT makes to the Commonwealth. These adjustments are necessary to reflect programmatic changes resulting from funding variables.

On behalf of the entire CIT organization, we would like to express our gratitude for the ability to serve the Commonwealth by building its future economic engines.

Please feel free to call me at 703-689-3000 if you have any questions.

Respectfully,

Peter Jobse
President
The Center for Innovative Technology

cc: Mr. Billy Barbee, Senior Budget Analyst, Department of Planning and Budget
The Honorable Vincent F. Callahan, Jr. Chairman, House Appropriations Committee
Mr. Robert P. Vaughn, Staff Director, House Appropriations Committee
The Honorable John H. Chichester, Chairman, Senate Finance Committee
Ms. Betsy Daley, Staff Director, Senate Finance Committee

Enclosure

June 9, 2006

Mr. Billy Barbee
Senior Budget Analyst
Department of Planning and Budget
1111 East Broad Street, Room 5040
Richmond, Virginia 23219-3418

Dear Mr. Barbee:

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Enclosure

June 9, 2006

The Honorable Vincent F. Callahan, Jr.
Chairman, House Appropriations Committee
9th Floor, General Assembly Building
Capitol Square
Post Office Box 406
Richmond, Virginia 23218

Dear Chairman Callahan:

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Enclosure

June 9, 2006

Mr. Robert P. Vaughn
Staff Director, House Appropriations Committee
9th Floor, General Assembly Building
Capitol Square
Post Office Box 406
Richmond, Virginia 23218

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Enclosure

June 9, 2006

The Honorable John H. Chichester
Chairman, Senate Finance Committee
10th Floor, General Assembly Building
Capitol Square
Room 626
Richmond, Virginia 23219

Dear Chairman Chichester:

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Enclosure

June 9, 2006

Ms. Betsy Daley
Staff Director, Senate Finance Committee
10th Floor, General Assembly Building
Capitol Square
Room 626
Richmond, Virginia 23219

Dear Ms. Daley:

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Enclosure

Center for Innovative Technology

OPERATING PLAN

Fiscal Year 2007

*Approved by the Board of Directors
May 24, 2006*

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Executive Summary

Introduction

Fiscal Year 2006 was a milestone year for CIT. During 2006, the Connect service line was established, the Growth Acceleration Program reached maturity, the Research and Development service line secured significant federal investment, and the Broadband programs contributed to rural broadband penetration. Also, to expand public awareness of CIT's mission, improved outreach via a new website site and marketing communications were implemented.

Operating Environment

Annually, CIT reviews the economic climate for technology and technology company creation. As in 2006, the following observations have been validated:

1. There is a significant void in angel and early-stage investment capital for seed-stage companies nationally as well as in the Commonwealth.
2. Reductions in the federal research and development workforce and increased emphasis on security programs are creating opportunities for translational research programs involving multiple universities and companies.
3. Advanced technology fields including nanotechnology and biotechnology require pursuit of specific market segments in order to establish a market leadership position.
4. Changing economic and geopolitical environments create the need to stimulate innovation for new solutions to challenges in energy production and consumption.
5. Access to affordable broadband is mandatory to support rural economic development.
6. Federal funds play a significant role in supporting the capital requirements of early-stage companies.
7. Early-stage companies and large-scale technology consumers have a difficult time identifying each other, which prevents technology assimilation and young company growth.

Direction

After carefully reviewing environmental factors that are relevant to the mission of CIT, management determined that the programmatic direction for 2007 should be the same as 2006, with a few adjustments. These adjustments include:

1. Implementing a forecasting process to project the future impact of CIT programs for the Commonwealth and the nation.
2. Accelerating the development of the Connect service line on a national scale.
3. Restructuring performance-related metrics to more closely reflect operational programs.

Additionally, while the CIT mission of "accelerating the next generation of technology and technology companies" remains the same, a new objective for CIT has been introduced. The objective "*CIT will achieve national recognition as the premier services provider engaged in technology company creation and company growth*" is designed to focus the organization on expanding its programs and in return make the Commonwealth the next innovation hub in the United States.

2007 Goals

CIT's 2007 goals and corresponding service lines are as follows:

Research and Development service line

- Goal 1** Create new industry clusters in advanced technologies.
- Goal 2** Solve national technological challenges through world class R&D solutions.

Entrepreneur service line

- Goal 3** Secure global leadership in the development of entrepreneurial technology ventures.

Connect service line

- Goal 4** Secure global leadership in the identification and assimilation of innovative technologies.
- Goal 5** Achieve national recognition as the top identifier of innovative technology companies.

Broadband service line

- Goal 6** Expand the use and application of broadband technologies in rural and underserved areas.

2007 Performance Targets

Starting in 2007, CIT will project the economic impact of its programs for five years forward. Effective in 2008, the projections used during the previous year will be compared to metrics results achieved to determine program effectiveness. Additionally, CIT's current metrics baseline of leveraged cash and economic value will be fine tuned to track to CIT's current operating programs. CIT's contributions to the Commonwealth and nation are detailed at the end of each goal in the following sections.

Strategic Goals, Plan of Work, Milestones, and Metrics - Fiscal Year 2007

Research and Development Service Line

Goal 1: Create new industry clusters in advanced technologies

Objective 1.1 – Examine opportunities in advanced technologies that map to Commonwealth priorities

Program and Plan of Work

Progress in scientific research creates opportunities for the growth of new and existing industries that will become the next-generation economic engines for the Commonwealth. In Virginia, advances in nanotechnology, life sciences, information technology, and energy provide opportunities to develop industry clusters that will enable the Commonwealth to compete globally.

To advance these opportunities, CIT will examine the core strengths of Virginia’s research and industry sectors and provide direction for how these assets can grow into industry clusters. Additionally, using guidance from the Governor, CIT will examine new research and industry formation opportunities that specifically address Virginia’s challenges.

Nanotechnology is research and development at the atomic, molecular, and macromolecular levels for the purposes of creating structures, devices, and systems with novel properties and functions. Nanotechnology is expected to be the next significant enabling technology, affecting nearly every industry, including defense, health care, homeland security, information technology, and transportation. Virginia’s universities and industries have produced a strong nanoscience research community as well as a variety of nano-related education and training programs. Acknowledging this strength, the Virginia Research and Technology Advisory Commission (VRTAC) in 2003 identified nanomanufacturing as a strategic research priority for the Commonwealth. Virginia can leverage its technology development and commercialization experience to become a national and international leader in nanomanufacturing, garnering corresponding significant, long-term economic benefits.

In 2004, CIT coined the term “SmartBio” for its strategic focus on research and technologies at the intersection of life sciences and information technology that:

- enable better understanding of complex living systems, and
- drive development and commercialization of smarter interventions in health care, public safety/biosecurity, agriculture, and the environment.

The applications and markets for information technology in the life sciences – broadly categorized as bioinformation – are many and varied, including biological research (e.g.

genomics, proteomics, bioinformatics, computational biology, and pharmacogenomics), direct health care delivery (clinical informatics), health care management, biodefense, agriculture, and environmental management. Virginia is positioned to take a leading role in bioinformation because it is home to outstanding bioscience researchers in academia, industry, and nonprofits as well as a mature information technology sector.

Fluctuations in the economic and/or geopolitical balance of global markets have created a national demand for alternative energy solutions. In Virginia, high fuel costs coupled with traffic gridlock are affecting the Commonwealth's economy and the quality of life for its citizens and businesses. Advances in energy efficiency and intelligent transportation systems can greatly improve the quality of life for daily commuters in the Commonwealth and across the nation.

In FY2007, CIT will assess Virginia's capabilities and competitive position in a number of critical technologies – nanotechnology, SmartBio and energy solutions – and will brief state and federal officials on trends and funding in these advanced technology sectors. Additionally, CIT also will advance collaborative initiatives with the Virginia Economic Development Partnership that will further build Virginia's nanotechnology sector. The plan of work also includes assisting with securing federal and state FY2007-2008 funding.

2007 Program Impact

This objective focuses on education and advocacy and is designed to help Virginia's elected officials determine future industry direction and the amount, targeted areas, and period of investment that will enable the Commonwealth to maintain U.S. leadership in these innovative fields. Program impact is ultimately determined by the Commonwealth's investment.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Advise and support Virginia Congressional delegation on federal and state advanced technology priorities and capabilities	July 2006	VP, Research Investment
Produce competitive profile	September 2006	VP, Research Investment
Present VRTAC with federal, state, and international trends in advanced technologies	September 2006	VP, Research Investment
Advise and support Administration, General Assembly, and commissions	September 2006	VP, Research Investment

on federal and state advanced technology priorities and capabilities		
Provide technical support to Joint Commission on Technology and Science (JCOTS) and its advisory committees	November 2006	VP, Research Investment

Management Reporting Tools

- Briefings for state and federal officials and commissions as scheduled
- Annual report
- Federal reporting as required

Objective 1.2 – Leverage high-profile Commonwealth assets to facilitate new company formation, company attraction and company expansion

Program and Plan of Work

Leading research and industry assets provide significant opportunity to create new companies, attract new businesses and expand existing companies. To accelerate the development of these companies into industry clusters, CIT will examine high-profile assets like the Howard Hughes Medical Institute and provide guidance on actions necessary to maximize the collateral value of these assets.

2007 Program Impact

This objective focuses on education and advocacy and is designed to help Virginia’s elected officials determine future industry direction and the amount, targeted areas, and period of investment that will enable the Commonwealth to maintain U.S. leadership in specific areas of innovation. Program impact is ultimately determined by the Commonwealth’s investment.

Milestones

The following milestones are specific to this objective and will be used to manage the objective’s deliverables and metrics.

Activity	Date	Person Responsible
Work with Secretary of Technology and VRTAC to identify high-profile assets to assess and examine	September 2006	VP, Research Investment
Advise and support Virginia Congressional delegation on		VP, Research Investment

priorities and issues necessary to maximize high-profile assets	November 2006	
Advise and support Virginia Congressional delegation on priorities and issues necessary to maximize high-profile assets	November 2006	VP, Research Investment

Management Reporting Tools

- Briefings for state and federal officials and commissions as scheduled

Goal 2: Solve national technological challenges through world class R&D solutions

Objective 2.1 – Deliver solutions to national defense and homeland security challenges through IDHS

Program and Plan of Work

CIT underwrites and operates the Institute for Defense and Homeland Security (IDHS). IDHS is an organization of university, industry, and government research and development partners dedicated to delivering solutions that support the United States’ defense and homeland security objectives. Through this strategic partnership, IDHS conducts research and development, education, and technology transition at member institutions and firms, with an emphasis in the fields of telecommunications, biodefense, sensor systems, robotics, crisis management, and risk management. Additionally, industry members commercialize technology and develop solutions that support rapid technology insertion and deployment.

As part of its original mandate, IDHS works to increase defense and homeland security R&D funding flowing to Virginia colleges and universities, businesses, and government laboratories. To accomplish this, IDHS and selected CIT staff identify and secure federal funding through strategic partnering agreements with government, industry, universities and non-profits; multi-institutional competitive solicitations; non-competitive solicitations; and Congressional appropriations. These funding arrangements include those in which CIT is the lead institution, conducts project management, and is the catalyst and facilitator for proposal submissions.

The defense and homeland security market is robust overall, but there is significant competition for R&D funding. While IDHS’ structure is unique and offers advantages in the marketplace, it is not without competition. Multiple private and not-for-profit organizations are maneuvering for leadership in the homeland security consulting and R&D market sectors. To strengthen its competitive advantage, IDHS identifies opportunities that have

unique requirements for university and private sector collaborative research and development.

During FY2007, through its Partnership Intermediary Agreement with the Department of Defense, IDHS members will prototype and demonstrate solutions for three translational research programs defined within the agreement: Red Cell, Remote Presence, and Environmental Bioterrorism Detection. In addition, new R&D programs will be defined and championed with the Virginia and other Congressional delegations.

2007 Program Impact

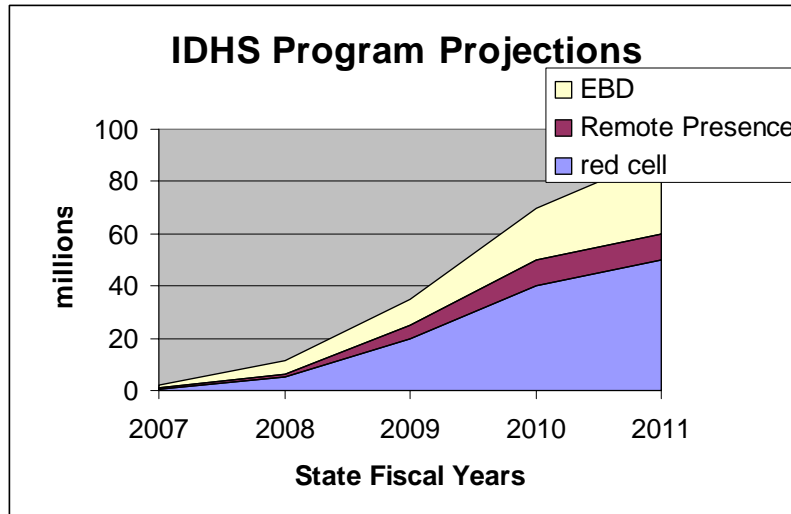
IDHS provides significant value to the Commonwealth by contributing to the development of defense and homeland security solutions. In addition, it supports the expansion of research and industry developing these solutions. For 2007, IDHS will generate \$2.5 million in funding from federal grants and contracts, which will be recorded as CIT revenue for 2007. Additionally, IDHS will provide greater than or equal to \$1.4 million in research contract awards to support its programs; this will be recorded as leveraged cash for CIT's metrics.

Future Program Impact

The Red Cell program is designed to develop a concept of operations for an advanced warning system built on the existing U.S. cellular infrastructure. When completely deployed, this system will alert citizens in specific geographic locations to emergencies and security-related incidents.

The Remote Presence program leverages existing remote systems and Defense Department unmanned vehicle technologies for advanced military and first responder applications. Systems developed will transition innovative technology solutions for military operations, homeland defense and homeland security, first responder and other civilian applications. The Environmental Bioterrorism program is designed to reduce or mitigate bioterror and public health threats. Systems developed will include an innovative use of wildlife as natural biosensors, a surveillance system that monitors Centers for Disease Control Category A, B, C agents/diseases, and rapid pathogen detection and identification device that can be used for wildlife, insects, or humans.

IDHS has invested in these programs because of their ability to serve the citizens of the Commonwealth and the nation. With Red Cell, Remote Presence and Environmental Bioterrorism programs, IDHS helps position Virginia's companies and research institutions to participate in significant national technology deployment programs. The projected future value of these programs is shown in the following graph.



Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Advise and support Virginia and other Congressional delegations on federal and state IDHS priorities and capabilities	Ongoing	IDHS Executive Director
Issue Department of Defense Partnership Intermediary quarterly reports	May, August, November 2006	IDHS Program Managers
Develop Congressional/Legislative appropriations strategies for FY2007-2008	November 2006	IDHS Executive Director
Pursue \$6 million in Congressional plus-ups for federal FY2008	January-March 2007	IDHS Executive Director
Develop Department of Defense Partnership Intermediary FY2006 annual report	February 2007	IDHS Executive Director

Management Reporting Tools

CIT will use several reporting tools to track its performance against these milestones:

- Briefings for state and federal officials and commissions as scheduled
- Quarterly IDHS report for VRTAC
- Federal reporting as required
- Monthly financial reports for billing and project management

Objective 2.2 – Deliver technology solutions to solve national and regional economic challenges

Program and Plan of Work

To enable the development of scientific solutions to solve national and regional economic challenges, CIT conducts high-value scientific projects that push research toward commercialization. These translational R&D programs provide growth opportunities for research and business organizations while solving challenges for Virginia and the nation.

CIT identifies opportunities for translational research, creates teams to develop effective solutions, performs project management, and grows projects into national programs. CIT identifies federal and other funding opportunities. It also undertakes grants and contracts through strategic partnering agreements with government, industry, universities, and nonprofits. Competitive solicitations, non-competitive solicitations, and Congressional appropriations are also sources of funding. CIT may be the lead institution and/or conduct project management on behalf of its partners. In doing so, CIT manages grants and contracts on time and on budget and achieve research and commercialization results that meet or exceed program-specific goals.

CIT is currently engaged in a Chesapeake Bay initiative in Coastal Observation, which has state, regional and national environmental and economic implications. This Coastal Observation project is a translational research program designed to develop a prototype Coastal Observation system for data collection, data archiving, and analysis. When completely deployed, the Coastal Observation system will dramatically improve the ability to characterize and monitor the influence of the Chesapeake Bay on the adjacent coastal ecosystem.

Key activities for FY2007 include performing on existing grants and contracts, supporting business development for Coastal Observation funding in FY2007 and FY2008, and developing a long-term business model for Coastal Observation.

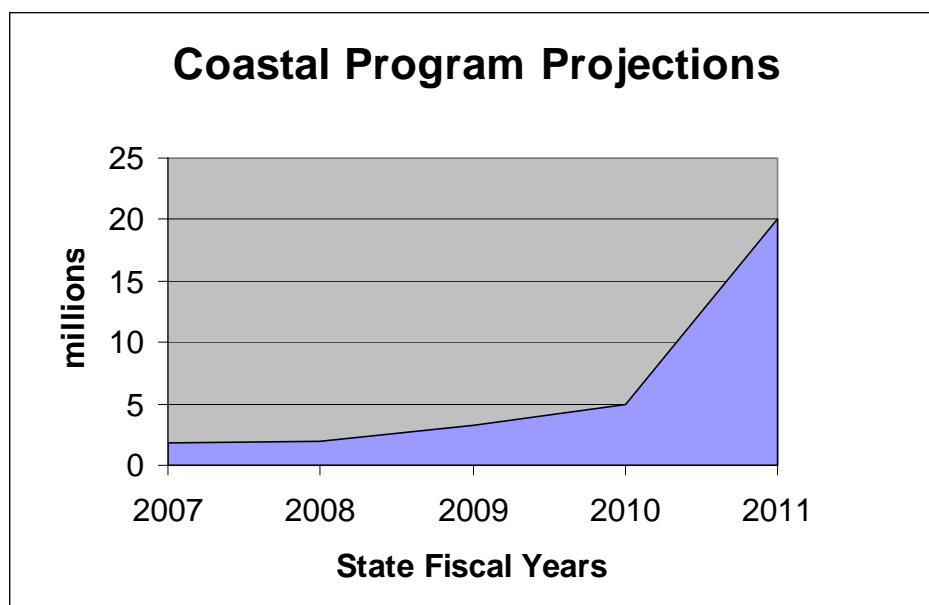
In addition, CIT will review the technologies employed in the Coastal Observation project for opportunities in translational research; these technologies include alternative energy, biotechnology, communications, marine sciences, and nanotechnology.

2007 Program Impact

CIT provides significant value to the Commonwealth by contributing to the development of technological solutions for regional challenges as well as facilitating the expansion of research and industry developing these solutions. In 2007, CIT will generate and record \$1.9 million in revenue from federal grants and contracts. Additionally, CIT will provide greater than or equal to \$1.4 million in research contract awards to support its programs that will be recorded as leveraged cash for CIT's metrics.

Future Program Impact

CIT has invested in the Coastal Observation program because of its ability to serve the citizens of the Commonwealth and the nation. Through this program, CIT helps position companies and research institutes in Virginia to participate in a significant national technology deployment program. The projected future value of the Coastal Observation program is shown in the following graph.



Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Provide status and other compliance reports for the Coastal Observation project (Years III and VI)	September 2006 March 2007	VP, Research Investment
Identify and submit budget documentation for FY2007 \$2 million Coastal Observation award	In accordance with award deadlines (est. February 2007)	VP, Research Investment
Develop long term business model for Coastal Observation and other contracts and grants	October 2006	VP, Research Investment
Identify opportunities in translational research	October 2006	VP, Research Investment

Management Reporting Tools

- Contract-specific project reports
- Monthly financial reports for billing and project management
- Compliance reports as required by client agency

Entrepreneur Service Line

Goal 3: Secure global leadership in the development of entrepreneurial technology ventures

Objective 3.1 – Identify and accelerate opportunities for small technology firms to obtain federal R&D awards

Program and Plan of Work

Virginia ranked third among states, behind California and Massachusetts, in Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) awards received in FY2004. In that year, California firms won a total of \$453 million in SBIR/STTR awards while Massachusetts firms brought in \$305.7 million. In that same year, Virginia firms were awarded a total of \$122.9 million. While Virginia's performance in winning SBIR and STTR awards remains solid, the Commonwealth lags its peers in two key indicators of R&D commercialization - patents awarded and venture capital attracted to SBIR/STTR involved companies. To ensure the development of Virginia's next generation of technology companies, Virginia must maintain its current high number of SBIR and STTR awards from the Defense Department, provide greater assistance to those companies in commercializing their DOD-backed technology, and make greater inroads in obtaining federal R&D awards from other SBIR granting agencies such as the National Science Foundation and the National Institutes of Health and other federal funding programs.

CIT will continue its statewide leadership in federal funding assistance for business through ongoing enhancements to its Federal Funding Assistance Program (FFAP). This program capitalizes on CIT's experience in helping Virginia's technology companies obtain funding through the SBIR/STTR programs, the National Institute of Standards and Technology's Advanced Technology Program (ATP), and the Advanced Research and Development Activity (ARDA) awards. Key program initiatives will include CIT's continued and aggressive outreach to the federal R&D funding program management community, delivery of federal funding workshops throughout the Commonwealth, and provision of commercialization assistance to Virginia's federal funding awardees. In FY2007, FFAP will enhance its efforts to screen federal R&D award winners to tighten the linkage between that program and CIT's Capital Access Program and Connect service offerings.

During FY2007, CIT anticipates continued funding from the Defense Advanced Research Project Agency (DARPA) to assist in providing outreach and commercialization assistance to the Commonwealth's SBIR/STTR applicants and awardees. This federal program, along with CIT's existing SBIR/STTR programs, will be used to assist Virginia's early-stage technology companies in obtaining an additional \$122 million (leveraged cash) in research and development funding grants and contracts. To reach this target, CIT will provide support to a minimum of 210 federal funding applicants during the fiscal year.

2007 Program Impact

CIT's FFAP helps Virginia's emerging high technology companies attract federal R&D dollars from across the federal executive agencies. Through this program, CIT helps companies build significant value in their enterprises without the dilutive effects of private equity infusion. Projecting forward from recent year's actual numbers, CIT anticipates that Virginia companies will win more than \$122 million in SBIR/STTR awards in FY2007, distributed over approximately 400 awards. CIT will drive this success by supporting a target of 210 companies through training programs, educational seminars, and consultative services delivered in Hampton Roads, Charlottesville, Roanoke-Blacksburg, Richmond, and Northern Virginia. Additionally during 2007, CIT will generate and record \$140 thousand in revenue from federal grants and contracts.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Develop and deliver NIST ATP workshop	June 2007	Director, Federal Funding
Deliver federal funding support services to approximately 210 companies across the Commonwealth	June 2007	Director, Federal Funding
Organize and host Virginia's Eleventh Annual Federal Funding and Innovation Conference in Northern Virginia	October 2006	Director, Federal Funding
Develop and deliver SBIR/STTR Phase I and II proposal workshops – Northern, Central, Eastern, and Western Virginia	December 2006	Director, Federal Funding

Management Reporting Tools

- Monthly federal funding company pipeline report
- Monthly federal outreach status report
- Quarterly review of -high-potential FFAP companies

Objective 3.2 – Accelerate funding for very early-stage technology firms

Program and Plan of Work

From the early 1990s through calendar year 2000, the Commonwealth of Virginia ranked between fifth and tenth among all states for the amount of venture capital placed within its borders. Throughout this period, Virginia ran consistently ahead of Maryland in venture capital investments. Recently, this advantage has come to an end. As reported by the Price Waterhouse Coopers MoneyTree™ report, Virginia and Maryland are relatively even in venture capital investment. In 2005, Virginia companies obtained approximately \$408 million in venture capital, with \$4 million going to start-up and seed stage companies. During that year, Maryland obtained about \$438 million in venture capital, with \$9 million going to start-up and early-stage deals. To develop the next generation of technology companies, Virginia must increase its overall share of venture capital investment and assist early-stage technology companies in accessing start-up and seed-stage funding in greater amounts.

Recognizing the critical role that private equity investment plays in the initiation and growth of high technology enterprises, CIT implemented the Capital Access Program in FY2004, and expanded the program in FY2005 and FY2006. This program was designed to help the Commonwealth's high-potential, early-stage technology companies obtain private funding. With the program, CIT effectively established a "feeder" mechanism to identify and groom technology companies for target investment by regional angel and venture capital communities. In FY2007, CIT will continue to develop the Capital Access Program, enhancing its ties with the regional investment communities.

CIT's Capital Access Program has three key elements. Through delivery of entrepreneurial training, CIT provides electronic publications and training materials to entrepreneurs on the elements of new business formation and financing. Through investor outreach, CIT assists Virginia companies in obtaining funding through the regional and national angel and venture capital communities. CIT accomplishes this by structured outreach to key funding entities, by participation in investment events such as Early Stage East, the Mid-Atlantic Venture Association Capital Connection, the Century Club Grubstake Breakfast, and the Charlottesville Venture Forum, and by referrals of potential investment targets to individual investors and investment funds. In FY2007, CIT will build on the past success of this project by hosting a Commonwealth-wide conference on angel investing. Finally, CIT continues the development and delivery of its Growth Acceleration Program (GAP). This project helps CIT accelerate the growth and funding prospects of selected high-potential companies qualifying for convertible debt placement.

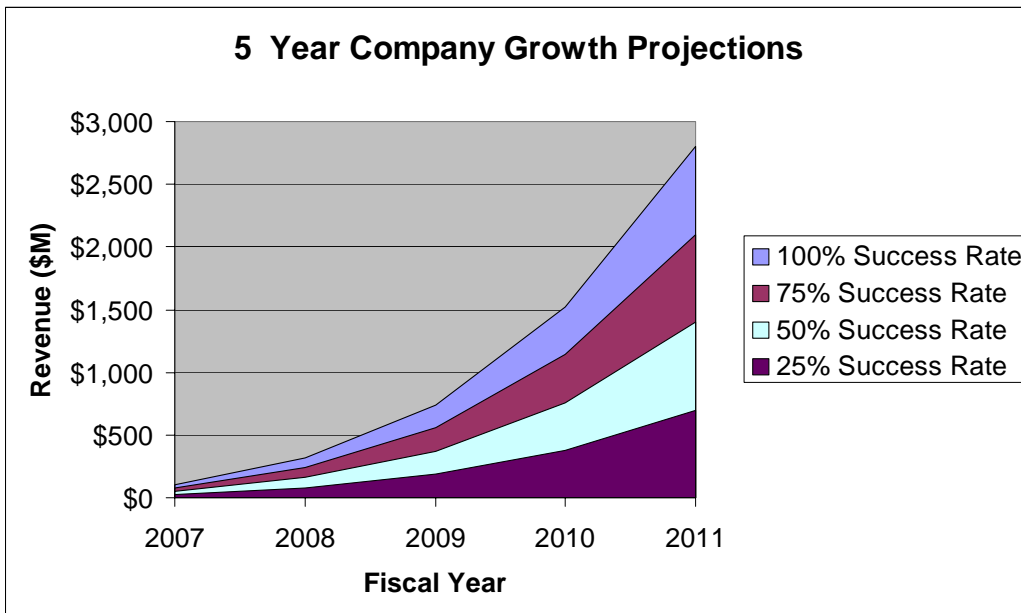
Through the Capital Access Program, CIT anticipates helping more than 30 early-stage technology companies gain critical exposure to the region's early-stage investment community and contributing to the ability of Virginia's companies to raise \$5 million from placement of institutional and angel funds.

2007 Program Impact

The Capital Access Program facilitates the creation of new high-impact technology companies in Virginia. By providing programs and funding that stimulate private sector investment, these public-private partnerships jump start the next generation of the Commonwealth's economy. For FY2007, CIT will stimulate \$5 million of private sector investment in new technology companies. This investment will be recorded as leveraged cash for CIT's performance metrics.

Future Program Impact

The companies that receive capital generation assistance from CIT are positioned for accelerated company growth in 24 to 36 months after their initial investment. This growth, recorded as company revenue, contributes to Virginia's gross state product and the economy of Virginia through new job creation. Since new company formation is a high-risk activity, the aggregated value of the future contribution of CIT clients companies is factored at 75%, 50% and 25% success rates. The projected value of company revenue growth is profiled in the following graph.



Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Analyze approximately 60 companies to yield nominations of 20 companies to participate in regional venture capital showcases	April 2007	Director, Investments
Present 20 companies to the GAP Investment Advisory Board to yield 10-12 annual investments	June 2007	VP, Entrepreneurship and Investment Services
Identify 15 new companies per quarter for investment consideration through the CIT GAP Fund	September 2006 and quarterly	Director, Investments
Deliver semi-annual private investment workshops and educational events	December 2006 June 2007	Investment Associate

Management Reporting Tools

- Monthly Capital Access Program pipeline analysis report
- Quarterly report of projected and actual leverage cash

Connect Service Line

Goal 4: Secure global leadership in the identification and assimilation of innovative technologies

Objective 4.1 – Establish the Connect service

Program and Plan of Work

Reductions in expenditures for government and private sector research create an opportunity for early-stage science and technology companies to fill the innovation gap by delivering solutions that meet the mission objectives of large-scale technology consumers. These consumers have recognized the value of discovering companies during their developmental stages. Identifying niche technologies and companies gives these larger consumers a competitive advantage and allows them to develop solutions tailored to their requirements.

In the fall of 2004, CIT was awarded a contract with a Department of Defense agency to identify innovative private sector companies whose technology could be applied to certain defense requirements. Relevant experience from this contract coupled with the field service experience of CIT's regional operations are the foundation of the Connect service offering, which helps large-scale federal and corporate consumers of technology identify and assimilate innovation created in private sector start-up companies. This service line accelerates the adoption of innovation on a national scale, fuels the growth of advanced technology companies in the Commonwealth, attracts new technology companies to the Commonwealth, and diversifies CIT's revenue base.

Connect was initiated in July 2005 as a new service line. During CY2005, staff analyzed market opportunities and developed an outreach program to identify the small innovative technology companies. In early 2006, a Vice President and Managing Director were hired to manage the new service.

Connect is a consulting service for large-scale technology consumers that offers:

1. Requirements definition for client innovation objectives.
2. Identification of technology solutions that map to objectives.
3. Analysis, vetting, and presentation of relevant technology solutions.
4. Technology assimilation planning and support services.

For technology consumers, the Connect service provides identification and access to innovation matching their requirements, in markets that were previously not cost effective. Innovative technology companies are attracted to participate in CIT's outreach program because it gives them a new channel for market development in an untapped client base.

Virginia benefits from the Connect service line because it attracts new companies, high technology jobs, and venture capital to the state. In addition to economic development value, the Connect program gives Virginia the ability to translate technology requirements from the national agenda to solutions for the Commonwealth.

In FY2007, the Connect service line will proceed with the second phase of development. It will establish a database of innovative technology companies, define and brand a consultative service offering, incorporate field services, implement sales and marketing programs, close deals and initiate projects with clients.

2007 Program Impact

For FY2007, the Connect service line is targeted to record \$1 million of revenue for CIT. Additionally, another \$2 million of newly awarded contracts during 2007 will be achieved, and the Connect team will build a sales pipeline of opportunities exceeding \$3 million for FY2008.

Future Program Impact

The Connect program is designed to accelerate the growth of early-stage technology companies by introducing their innovative technology to markets they cannot afford to explore at this stage of their funding and development. As a result of these introductions, companies will record new sales. For Commonwealth-resident companies, increased sales will contribute to Virginia's gross state product and create new jobs. For companies outside the Commonwealth, new sales with large clients like the federal government will give them an opportunity to expand into Virginia, creating new job opportunities for Virginians.

Performance measurements for this program will be recorded as company revenue growth and company attraction. These projections will be developed for FY2008 based on clients that are secured in FY2007.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Develop segment-specific marketing and sales strategy	August 2006	VP, Connect Connect sales executive
Develop robust pipeline of sales opportunities across government and commercial sectors	July 2006	VP, Connect
Sell and close three initial projects	July 2006	VP, Connect VP, Regional Operations
Establish project execution and client delivery team	July 2006	CIT President VP, Connect
Establish proposal development team	June 2006	VP, Connect
Close and execute several more consulting deals	December 2006	VP, Connect Connect sales executive
Develop assessment methods for field operations	December 2005	VP, Connect VP, Regional Operations
Establish innovative company database – national regions	December 2005	VP, Connect VP, Regional Operations
Establish GSA schedule	December 2006	VP, Finance and Admin Contracting Director VP, Connect

Management Reporting Tools

- Innovative company creation report
- Client database report on active clients
- GSA schedule development status report
- Consulting service development status report
- Target market analysis report
- Monthly sales pipeline report tracking opportunities and awards
- Client satisfaction surveys

Goal 5: Achieve national recognition as the top identifier of innovative technology companies.

Objective 5.1 – Establish a national outreach program

Program and Plan of Work

The Connect service line will require access to information to identify and evaluate emerging technology companies that can precisely meet the requirements of large-scale technology consumers. Over nearly 20 years of service to its clients, CIT has developed and employed a comprehensive range of information sources for classifying, assessing, and assembling exemplar sets of technologies and their developers. In addition, the Connect service line has experienced staff assigned to the intellectual property requirements of emerging technology sourcing. These tools help CIT match the technology interests of Connect customers to prospective innovative technology companies.

2007 Program Impact

For FY2007, the building and marketing of outreach resources will support the achievement of the metrics reported for the Connect service line under Goal 4.

Future Program Impact

For future program impact, the building and marketing of outreach resources will support the achievement of the metrics reported for the Connect service line under Goal 4.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Validate and prioritize next generation of information resources	July 2006	VP, Regional Operations
Complete establishment of the access to and efficient use of new information resources identified in July	November 2006	VP, Regional Operations
Validate and prioritize 2 nd generation of information resources	February 2007	VP, Regional Operations
Complete establishment of the access to and efficient use of new information resources identified in	May 2007	VP, Regional Operations

Management Reporting Tools

- Connect client delivery reports
- Connect program management reports

Objective 5.2 – Identify and support innovative technologies and technology companies

Continuing a history of cultivating relationships with technology-based companies, CIT's Regional Operations staff and partners will maintain a highly selective portfolio of early-stage technology companies that require assistance in their development. Companies will be chosen to participate in CIT support programs based on their potential to succeed and to make significant contributions to local Virginia economies. Field personnel will assist these companies through referrals to CIT programs, other Virginia and federal programs, and other relevant services organizations. Members of the Regional Operations team will also work with Virginia's technology councils to provide guidance on council programs and contribute to the development of the local technology economy.

As appropriate, technologies developed by these companies will be high priorities for infusion into the portfolios of CIT Connect customers.

2007 Program Impact

For FY2007, CIT client companies will realize \$10 million of company revenue growth as a result of CIT support services. This company revenue will be recorded as company growth in CIT's performance metrics.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Complete and report FY2006 metric impacts	August 2006	VP, Regional Operations
Portfolio reviews	Quarterly	VP, Regional Operations
Support Connect services through mentoring of exemplar portfolio identities considered for customer contracts	On-going	VP, Regional Operations
Establish standard methods for filtering identities to exemplar lists	September 2006	VP, Regional Operations
Establish templates for recommending technologies	September 2006	VP, Regional Operations
Review and apply improvements to established standard methods for filtering identities to exemplar lists	February 2007	VP, Regional Operations
Review and apply improvements to templates for recommending technologies	February 2007	VP, Regional Operations
Establish and facilitate average of five collaborations for each TE Kent Technology Offer	April 2007	VP, Regional Operations
Initiate FY2007 metric impact collection	May-June 2007	VP, Regional Operations

Management Reporting Tools

- CRM account activity report
- Standard operation procedures
- Client status reports

Broadband Service Line

Goal 6: Expand the use and application of broadband technologies in rural and underserved areas

Objective 6.1 – Serve as the focal point for broadband resources and programs for the Secretary of Technology

Program and Plan of Work

According to the United States Advisory Council on the National Information Infrastructure, successful IT infrastructure development requires a broad range of stakeholders: private sector leaders, community partnerships/coalitions, government leaders, and strong individuals who champion the cause. The report, “Identifying Technology Infrastructure Needs in America’s Distressed Communities,” indicates that communities play a key role in providing access and learning, while government has a critical role as catalyst. According to the report, “all levels of government have a significant role to playing in ensuring the effective deployment of the Information Superhighway.”

In keeping with the established need for all levels of government to participate in the deployment of broadband technologies, CIT in cooperation with the Office of the Secretary of Technology will create and staff the Office of Broadband Assistance. Activities conducted through this joint initiative will center on the development and deployment of resources and policies that will accelerate the installation of affordable, last-mile broadband infrastructure and position Virginia to attain top rankings for broadband penetration and policy.

CIT staff will work closely with the Office of the Secretary of Technology to identify and promote applications that encourage and foster the adoption of broadband technologies. Special attention will be placed on those initiatives that reduce/remove barriers to entry in the rural markets and/or promote entrepreneurial last-mile activities. Entrepreneurial solutions to broadband infrastructure deployment will be examined and fostered as alternative solutions to developing rural connectivity.

Activities conducted under this objective will complement the education and outreach activities provided by CIT. By coupling these initiatives, Virginia will be poised to serve as a holistic model for creating a favorable environment for the deployment and adoption of broadband technologies.

2007 Program Impact / Future Program Impact

At the time of plan development, the performance metrics for the Secretary of Technology’s Office of Broadband Assistance were not established, and creation of the office is pending an executive order from the Governor.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Establish Office of Broadband Assistance	July 2006	VP, Broadband Programs/Office of the Secretary of Technology
Reconvene Governor's Broadband Roundtable to review FY2006 legislative session outcome and develop legislative issues for FY2007 General Assembly session	December 1, 2006	VP, Broadband Programs
Compile annual broadband report to the Governor and General Assembly as required	December 1, 2006	VP, Broadband Programs
Develop and monitor broadband - related legislation for the FY2007 General Assembly session	January 2007	VP, Broadband Programs

Management Reporting Tools

CIT in conjunction with the Office of the Secretary of Technology will use several reporting tools to track its performance against these milestones:

- Broadband annual report (as required by legislation)
- Meeting minutes and reports
- Presentations and briefings as requested

Objective 6.2 – Provide demand generation and infrastructure development services that advance the presence of broadband in Virginia

Program and Plan of Work

CIT is charged by the General Assembly “to support the efforts of public and quasi-public bodies within the Commonwealth to enhance or facilitate the prompt availability of and access to, advanced electronic communications services (broadband), throughout the Commonwealth, monitoring trends and advances in advanced telecommunications technology to plan and forecast future needs for such technology, and identify funding options.”

This charge places a premium on the infrastructure portion of the broadband equation. More and more, however, experts are acknowledging that technology infrastructure alone is

not going to solve the problems of rural/underserved areas. Rather, the acquisition of broadband infrastructure needs to be embedded in a broader planning and development approach that acknowledges broadband as a critical ingredient for improvements in education, business and overall quality of life.

CIT's broadband program for FY2007 will concentrate on filling the role of catalyst and ensuring that communities throughout Virginia have the opportunity to effectively deploy and employ the information economy. CIT staff will work with communities to develop and institute holistic broadband strategies that emphasize both infrastructure acquisition and application development. On the infrastructure side, CIT will provide a framework for attracting and supporting affordable broadband infrastructure. For application development, CIT, with partners across the Commonwealth, will create programs and opportunities that will increase the online sophistication of businesses and local governments. Both the framework and the development activities will contribute to the success of broadband deployments throughout the Commonwealth.

2007 Program Impact

CIT's broadband program will generate \$50,000 in revenue for CIT from federal, state and/or private sources. Additionally, CIT programs will generate \$50,000 in revenue for CIT clients, which will be recorded as leveraged cash for CIT metrics. As a result of CIT programs, Virginia companies and organizations will record \$3 million of company growth, which will be recorded as company growth for CIT metrics.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Assist five communities with their broadband planning and deployment initiatives (infrastructure assessments, demand aggregation/development, project definition and deployment)	Assist two communities in quarters 1 and 2; assist three additional communities in quarters 3 and 4	VP, Broadband Programs
Present five topical educational opportunities (broadband/e-commerce) to augment existing broadband infrastructure deployments	Two programs opportunities completed by December 2006; the remaining three opportunities will be presented by June 30, 2007	VP, Broadband Programs

Manage the delivery of e-commerce training and assistance to companies in underserved/rural areas (through VECTEC)	Report \$3 million in economic impact for FY2007	VP, Broadband Programs
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Management Reporting Tools

- Briefings for local, state, and federal officials and commissions as requested
- Broadband annual report (as directed by the Office of the Secretary of Technology)
- Annual metric assessment

Commonwealth Support Programs

Provide Commonwealth of Virginia’s Information Technology Symposium (COVITS) program management support

Program and Plan of Work

COVITS (the Commonwealth of Virginia’s Innovative Technology Symposium) annually brings together a community of senior-level executives and thought leaders from state and local government, business, and academia to identify, discuss, and propose solutions to Virginia’s critical technology issues. The conference, in its eighth year, will be hosted by Virginia’s Secretary of Technology, Aneesh P. Chopra, on behalf of Governor Tim Kaine. COVITS 2006 will convene in Roanoke, Virginia, on September 10-12, 2006.

Secretary Chopra has directed COVITS 2006 to feature innovations that tackle some of the most pressing needs in the Commonwealth –elevating quality of life through intelligent transportation systems, protecting families through electronic medical records, and educating tomorrow’s workforce through distance-learning initiatives. At the same time, COVITS will continue to showcase Virginia’s leadership role in applying public-private partnerships to the challenges of maintaining and advancing its technology infrastructure.

CIT will coordinate production of COVITS 2006 in Roanoke and will direct the preparation of final reports and wrap up activities for the conference.

2007 Program Impact

CIT will provide program management services for the development of execution of the 2007 COVITS program. As part of these services, CIT will collect \$650,000 of sponsorship revenue from COVITS participating companies. Annually, the COVITS program stimulates local economic development in differing regions of the Commonwealth with a projected impact in excess of \$1 million of related expenditures.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Coordinate production of event	September 2006	Grants and Contracts Administrator
Oversee preparation of final financial and administrative reports	October 2006	Grants and Contracts Administrator

Management Reporting Tools

- COVITS project report
- COVITS project budget
- Monthly status report

Serve as the executive director of Virginia Research and Technology Advisory Commission (VRTAC)

Program and Plan of Work

CIT will provide executive oversight and administrative support for the Virginia Research and Technology Advisory Commission (VRTAC) to support its mission of advising the Governor on appropriate research and technology strategies for the Commonwealth. VRTAC provides the Governor with policy recommendations that will enhance the global competitive advantage of research institutions as well as technology-based commercial endeavors in Virginia.

VRTAC and its subcommittees are structured to accomplish various objectives throughout the fiscal year, and CIT provides operational support to those meetings.

CIT will maintain public communications for VRTAC events and meetings, including quarterly meetings and subcommittee meetings. In addition, CIT will maintain the VTRAC website as well as a database of contact information of VRTAC members and their subcommittee assignments. CIT will ensure compliance with state reporting and public information requirements. With resources as available, CIT will support program development for initiatives identified by the Commission and will provide research and guidance on opportunities to build advocacy or develop policy recommendations.

2007 Program Impact

This activity sets the strategic direction for the Commonwealth in research and technology-based economic development. State universities and other entities collect and report data relevant to these strategies; therefore, CIT does not duplicate the reporting of these metrics.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables and metrics.

Activity	Date	Person Responsible
Coordinate quarterly VRTAC meetings	September 2006, November 2006, March 2007, May 2007	VP, Research Investment
Coordinate VRTAC subcommittee meetings	All quarters as required	VP, Research Investment
Prepare annual report for the Governor	December 2006	VP, Research Investment
Prepare annual report for JCOTS and the FOIA Council	December 2006	VP, Research Investment

Management Reporting Tools

- Minutes from VRTAC meetings and related meeting documentation
- Annual report for the Governor
- Annual report for JCOTS and the FOIA Council

Manage the Commonwealth Technology Research Fund (CTRF)

Program and Plan of Work

The Commonwealth Technology Research Fund (CTRF) was created in 2000 to attract increased public and private research funding for Virginia's public institutions of higher education. The goal of the fund is to increase technological and economic development in Virginia, through investment in higher education research. The Administration and General Assembly have determined that FY2007 funds will be used primarily to enhance the capability of institutions of higher education to commercialize technologies developed through their research. The funds are to support collaborative, translational research aimed at commercialization of discoveries, including pre-investment funding to support prototyping and proof-of-concept testing.

Responsibility for administration of the CTRF was transitioned from the Department of Planning and Budget (DPB) to CIT in FY2004, per legislative mandate. CIT duties will include development of guidelines for the FY2007 program and coordination and oversight of grants awarded with FY2007 monies. In addition, CIT will oversee any grants funded in previous years that have performance extensions into FY2007. CIT also will prepare an annual report and file it with the Governor's Office and the General Assembly, as required by the Code of Virginia 2.2-2233.1.

2007 Program Impact

At the time of plan development, funding for the CTRF program was awaiting budget approval. Contributions to the state's R&D and commercialization targets will be developed based on the award profile approved by VRTAC.

Milestones

The following milestones are specific to this objective and will be used to manage the objective's deliverables. Metrics are contingent upon CIT administrative funding.

Activity	Date	Person Responsible
Develop and issue FY2007 CTRF guidelines and develop grant management process	September 2006	VP, Research Investment
Manage proposal and award process	October 2006	VP, Research Investment
Implement project management procedures	November 2006	VP, Research Investment
Review and assess projects' performance	January 2007	VP, Research Investment
Prepare and submit annual report on CTRF operations to the Governor and General Assembly	October 2006	VP, Research Investment

Management Reporting Tools

- Annual report prepared for Governor and General Assembly
- Interim and final reports from grant recipients

Metrics Summary for FY2007

(in thousands)

	GOALS AND ACTIVITIES	CIT Revenue	Leverage Revenue	Company Growth
1	Create new industry clusters in advanced technologies			
1.1	Examine opportunities in advanced technologies that map to Commonwealth priorities	N/A	N/A	N/A
1.2	Leverage high profile Commonwealth assets to facilitate new company formation, company attraction, and company expansion	N/A	N/A	N/A
2	Solve national technology challenges through world class R&D solutions			
2.1	Deliver solutions to national defense and homeland security challenges through IDHS	\$2,527	> = \$1,400	-
2.2	Deliver technology solutions to national and regional economic challenges	\$1,942	> = \$1,400	-
3	Secure global leadership in the development of entrepreneurial technology ventures			
3.1	Identify and accelerate opportunities for small technology firms to obtain federal R&D awards	\$140	\$122,000*	-
3.2	Accelerate funding for very early-stage technology firms	-	\$5,000	-
4	Secure global leadership in the identification and assimilation of innovative technologies			
4.1	Establish the "Connect" service line	\$1,000	-	-
5	Achieve national recognition as the top identifier of innovative technology companies			
5.1	Establish a national outreach program	**	-	-
5.2	Identify and support innovative technologies and technology companies	-	-	\$10,000
6	Expand the use and application of broadband technologies in rural and underserved areas			
6.1	Serve as the focal point for broadband resources and programs for the Secretary of Technology	-	-	-
6.2	Provide demand generation and infrastructure development services that advance the presence of broadband in Virginia	\$50	\$50	\$3,000
	Totals	\$5,659	\$7,850	\$13,000

* Not included in total metrics tabulation because awards may be a result of contributions from parties other than CIT.

** Metrics contributions included in 4.1.

Organizational Structure for FY2007

There are 32 full-time and 4 part-time employees in CIT's FY2007 operating plan.

CIT's ***Research and Development service line*** division personnel are responsible for:

1. Implementing strategy and program development for CIT's initiative focusing on the creation, attraction and expansion of advanced technology companies that comprise new technology industry clusters.
2. Developing research and development programs with partners from academia, industry, and government to solve national technology challenges in defense and homeland security.
3. Identifying opportunities for translational research, creating teams to develop effective solutions, performing project management, and growing projects into national programs.

CIT's ***Entrepreneur service*** division personnel are responsible for:

1. Developing and managing federal funding assistance programs for small businesses.
2. Providing entrepreneurial support services to assist company development.
3. Managing CIT's early-stage investment fund to attract private sector investment for seed stage companies.

CIT's ***Connect service*** division personnel are responsible for:

1. Defining and branding a consultative service offering and implementing a sales and marketing program to secure portfolio clients.
2. Developing and maintaining a database of innovative technology companies that serves as a resource for large-scale technology consumers seeking emerging technology solutions.
3. Providing one-on-one support to a highly selective portfolio of early-stage technology companies to assist their growth and development.

CIT's ***Broadband service*** division director is responsible for:

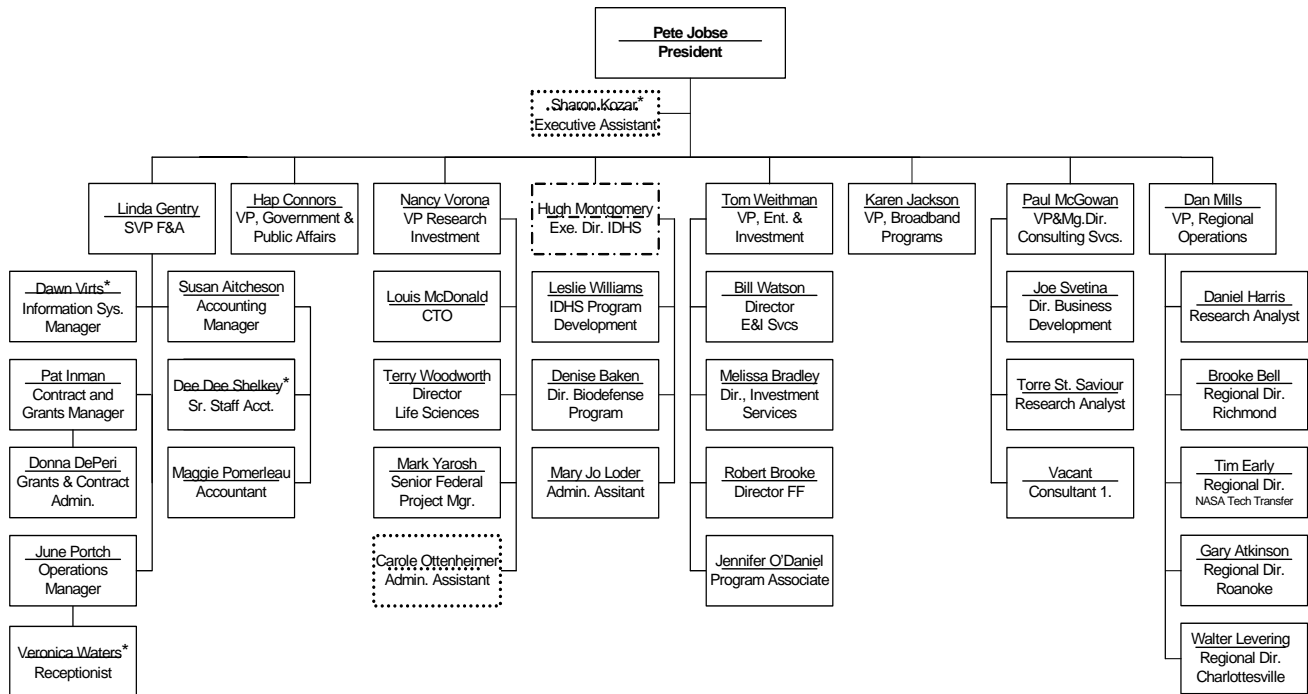
1. Providing support for the Secretary of Technology initiatives involving broadband resources and programs.
2. Implementing strategy and program development to increase the deployment of affordable last-mile technologies into underserved areas of Virginia.
3. Examining entrepreneurial opportunities to expand the broadband infrastructure of the Commonwealth.

The operating divisions with responsibility for strategic programs receive support from two additional divisions within CIT: Communications, and Finance and Administration.

1. The **Communications division** provides marketing, government advocacy and education, and public relations and support for all program activities and major events.
2. The **Finance and Administration division** provides all finance, accounting, information technology, legal, human resources, and office and building operations support.

Center for Innovative Technology

Organizational Chart
As of July 1, 2006



Legend

- * = 4 Part-time Employees
- [- -] = IPA contracted from Potomac Institute for Policies Studies
- [·····] = Dual Support – Sharon Kozar also supports Linda Gentry
Carole Ottenheimer also supports Paul McGowan and Hap Connors

Summary of Operating Budget for FY2007

CIT R&D		FY 07
GOAL 1. DEVELOP INDUSTRY CLUSTERS		
1.1 Objectives - Examine opportunities in advanced technologies that map to Commonwealth priorities		
Project # RD010 - ID advanced technologies		
Revenue - State Appropriation		\$ 107,221
Costs		\$ (107,221)
1.2 Objectives - Leverage high profile VA assets to facilitate new company formation, attraction & expansion.		
Project # RD020 - Leverage assets		
Revenue - State Appropriation		\$ 36,647
Costs		\$ (36,647)
GOAL 2. SOLVE NATIONAL TECHNOLOGY CHALLENGES		
2.1 Objectives - Deliver solutions to national defense and homeland security		
Project # RD030 - IDHS		
Revenue - State Appropriation		\$ 604,082
Costs		\$ (604,082)
Project # RD040 - Airforce PIA - Remote Presence		
Revenue - Airforce PIA		\$ 595,561
Costs		\$ (595,561)
Project # RD050 - Airforce PIA - Environmental Bioterrorism		
Revenue - Airforce PIA		\$ 877,338
Costs		\$ (877,338)
Project # RD060 - Airforce PIA - Red Cell		
Revenue - Airforce PIA		\$ 1,054,673
Costs		\$ (1,054,673)
2.2 Deliver technology solutions to national and regional economic challenges		
Project # RD090 - NOAA - Coastal Observation		
Revenue - NOAA Grant		\$ 1,907,224
Costs		\$ (1,907,224)
Project # RD100 - FBI - FATE		
Revenue - FBI Contract		\$ 20,640
Revenue - State Appropriation		\$ 5,606
Costs		\$ (26,245)
Project # RD110 - Danville CC - Nano Cluster Analysis		
Revenue - Danville Community College Contract		\$ 14,783
Costs		\$ (14,783)
Project # RD120 - Develop new projects (translational research)		
Revenue - State Appropriation		\$ 72,051
Costs		\$ (72,051)
CIT ENTREPRENEUR		FY07
GOAL 3. LEADERSHIP IN DEVELOPMENT OF ENTREP VENTURES		
3.1 ID and accelerate opportunities for small tech firms to obtain federal R&D awards		
Project # EN010 - DARPA - SBIR/STTR Outreach		
Revenue - Current DARPA Grant		\$ 35,333
Revenue - New DARPA Grant		\$ 105,159
Revenue - State Appropriation		\$ 100,000
Costs		\$ (240,493)
Project # EN020 - Federal Proposal Assistance		
Revenue - State Appropriation		\$ 127,579
Costs		\$ (127,579)
Project # EN030 - Federal Funding Studies and Analysis		
Revenue - State Appropriation		\$ 19,870
Costs		\$ (19,870)
Project # EN040 - SBIR Conference		
Revenue - Sponsorship		\$ 25,000
Revenue - State Appropriation		\$ 63,949
Costs		\$ (88,949)
3.2 Accelerate funding for early stage technology firms		
Project # EN070 - GAP Fund Program		
Revenue - State Appropriation		\$ 2,579,265
Costs		\$ (2,579,265)
Project # EN050 - Venture Capital Studies & Analysis		
Revenue - State Appropriation		\$ 18,766
Costs		\$ (18,766)
Project # EN060 - Angel Investment Conference		
Revenue - State Appropriation		\$ 35,664
Costs		\$ (35,664)

CIT CONNECT		FY07
GOAL 4. SECURE LEADERSHIP IN THE ID AND ASSIMILATION OF INNOVATION		
4.1 Accelerate the assimilation of new technology by large scale technology consumers		
Project # CN010 - Connect		
Revenue - New Contracts		\$ 1,000,000
Revenue - State Appropriation		\$ 368,185
Costs		\$ (1,368,185)
GOAL 5. NATIONALLY RECOGNIZED IDENTIFIER OF INNOVATIVE TECHNOLOGY COMPANIES		
5.1 Build and market outreach resources that meet operational demands		
Project # CN040 - Build and use the optimum information resources		
Revenue - State Appropriation		\$ 422,825
Costs		\$ (422,825)
5.2 ID and support innovative technologies and technology companies		
Project # CN050 - Establish and mentor collaborative/development activities for SIGN technology offers		
Revenue - State Appropriation		\$ 125,513
Costs		\$ (125,513)
Project # CN060 - Management support for HRTIS		
Revenue - HRTIS		\$ 50,000
Revenue - State Appropriation		\$ 119,668
Costs		\$ (169,668)
Project # CN070 - Mentor high potential early stage technology businesses		
Revenue - State Appropriation		\$ 368,787
Costs		\$ (368,787)
Project # CN080 - CONNECT pilot project		
Revenue - State Appropriation		\$ 14,314
Costs		\$ (14,314)
CIT BROADBAND		FY07
GOAL 6. EXPAND THE USE OF BROADBAND TECHNOLOGIES		
6.1 Serve as the focal point for broadband resources and programs for SoTech		
Project # BB010 - Estab./staff "Office of Broadband Assistance" in SOTECH		
Revenue - State Appropriation		\$ 97,843
Costs		\$ (97,843)
6.2 Provide demand generation and infrastructure development services		
Project # BB020 - Broadband Deployment Program		
Revenue - State Appropriation		\$ 115,375
Costs		\$ (115,375)
Project # BB030 - VECTEC - Pass-thru only		
Revenue - State Appropriation		\$ 289,040
Costs		\$ (289,040)
Project # BB040 - EDA - Rural Broadband Demand Aggregation & Development in Virginia		
Revenue - State Appropriation		\$ 2,278
Costs		\$ (2,278)
Project # BB050 - Tobacco Commission - Rural Broadband Outreach in SWVA		
Revenue - Tobacco Commission		\$ 50,000
Revenue - State Appropriation		\$ 38,443
Costs		\$ (88,443)
COMMONWEALTH SUPPORT PROGRAMS		FY07
Project # VA010 - Provide COVITS conference program management support		
Revenue - Registration		\$ 50,000
Revenue - Sponsorships		\$ 750,000
Revenue - State Appropriation		\$ 190,714
Costs		\$ (990,714)
Project # VA020 - Serve as the executive director of VRTAC		
Revenue - State Appropriation		\$ 78,997
Costs		\$ (78,997)
Project # VA030 - Serve as the administrator of CTRF		
Revenue - State Appropriation		\$ 71,788
Costs		\$ (71,788)

ADMINISTRATIVE PROGRAMS		FY07
Project # VA040 - Communications and Marketing		
Revenue - State Appropriation		\$ 722,884
Costs		\$ (722,884)
Project # VA050 - Business Development		
Revenue - State Appropriation		\$ 1,373,618
Costs		\$ (1,373,618)
Project # VA060 - Advocacy		
Revenue - State Appropriation		\$ 107,468
Costs		\$ (107,468)
Project # VA070 - Entertainment		
Revenue - State Appropriation		\$ 13,874
Costs		\$ (13,874)
GRAND TOTAL		\$ (0)

Detailed Operating Budget for FY2007

CIT R&D		FY 07
GOAL 1. DEVELOP INDUSTRY CLUSTERS		
1.1	Objectives - Examine opportunities in advanced technologies that map to Commonwealth priorities	
	Project # RD010 - ID advanced technologies	
	Revenue	
	State Appropriation	107,221
	Total Revenue	107,221
	Programs Costs	
	Total Salaries	26,366
	Fringe	14,813
	Travel	4,465
	Supplies (only direct supplies such as for workshops or conferences)	500
	Contractual	32,200
	Equipment	
	Temporary Services	2,000
	Other	1,000
	Overhead	11,396
	Total Costs Before G&A	92,739
	G&A	14,482
	Total Costs	107,221
	Net	0
1.2	Objectives - Leverage high profile VA assets to facilitate new company formation, attraction & expansion.	
	Project # RD020 - Leverage assets	
	Revenue	
	State Appropriation	36,647
	Total Revenue	36,647
	Programs Costs	
	Total Salaries	14,699
	Fringe	8,259
	Travel	2,386
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	
	Equipment	
	Temporary Services	
	Other	
	Overhead	6,353
	Total Costs Before G&A	31,697
	G&A	4,950
	Total Costs	36,647
	Net	0

GOAL 2. SOLVE NATIONAL TECHNOLOGY CHALLENGES		
2.1 Objectives - Deliver solutions to national defense and homeland security		
Project # RD030- IDHS		
Revenue		
State Appropriation		604,082
Total Revenue		604,082
Programs Costs		
Total Salaries		33,922
Fringe		19,058
Travel		8,000
Supplies/Equipment (only direct supplies such as for workshops or conferences)		21,000
Contractual		
Robison International @ \$10,000 / month		120,000
Hugh Montgomery		272,348
M-CAM		13,500
Jeffery Dunn		20,000
Other		
Temporary Services		
Other		
Overhead		14,662
Total Costs Before G&A		522,490
G&A		81,592
Total Costs		604,082
Net		0
Project # RD040 - Airforce PIA - Remote Presence		
Revenue		
Federal Fiscal Year 2005 PIA		397,226
Federal Fiscal Year 2006 PIA		198,335
Total Revenue		595,561
Programs Costs		
Total Salaries		58,646
Fringe		32,949
Travel		12,000
Supplies (only direct supplies such as for workshops or conferences)		10,000
Contractual		
Federal Fiscal Year 2005 Phase I:		
Automatika		66,926
VT		61,374
VT		69,725
SSC		75,067
Federal Fiscal Year 2006 Phase II subcontractor awards TBD (estimated)		94,585
Equipment		6,000
Temporary Services		
Other		
Operations Committee		2,500
Overhead		25,348
Total Costs Before G&A		515,120
G&A		80,441
Total Costs		595,561
Net		0

	Project # RD050 - Airforce PIA - Environmental Bioterrorism	
	Revenue	
	Federal Fiscal Year 2005 PIA	627,338
	Federal Fiscal Year 2006 PIA	250,000
	Total Revenue	877,338
	Programs Costs	
	Total Salaries	73,105
	Fringe	41,072
	Travel	11,880
	Supplies (only direct supplies such as for workshops or conferences)	10,000
	Contractual	
	Federal Fiscal Year 2005 Phase I:	
	Wildlife Center of Virginia	166,642
	SAIC/EAI	192,918
	Institute for Scientific Research	100,000
	Shellbook	53,860
	Federal Fiscal Year 2006 Phase II subcontractor awards TBD (estimated)	66,528
	Equipment	8,735
	Temporary Services	
	Other	
	Operations Committee	2,500
	Overhead	31,597
	Total Costs Before G&A	758,838
	G&A	118,500
	Total Costs	877,338
	Net	0
	Project # RD060 - Airforce PIA - Red Cell	
	Revenue	
	Federal Fiscal Year 2005 PIA	804,673
	Federal Fiscal Year 2006 PIA	250,000
	Total Revenue	1,054,673
	Programs Costs	
	Total Salaries	13,655
	Fringe	7,672
	Travel	9,900
	Supplies (only direct supplies such as for workshops or conferences)	10,000
	Contractual	
	Federal Fiscal Year 2005 Phase I:	
	Dennis Bodson	114,169
	Institute for Scientific Research	102,566
	Sigma	129,622
	ASC	66,815
	SSC	30,000

	Luna	200,337
	Federal Fiscal Year 2006 Phase II subcontractor awards TBD (estimated)	207,084
	Equipment	12,000
	Temporary Services	
	Other	
	Operations Committee	2,500
	Overhead	5,902
	Total Costs Before G&A	912,221
	G&A	142,452
	Total Costs	1,054,673
	Net	0
2.2 Deliver technology solutions to national and regional economic challenges		
Project # RD090 - NOAA - Coastal Observation		
Revenue		
	NOAA - Coastal Current Grant	1,801,273
	NOAA - Coastal New Grant	105,951
	Revenue	1,907,224
Programs Costs		
	Total Salaries	87,211
	Fringe	48,997
	Travel	4,958
	Supplies	650
	Contractual	1,191,392
	Equipment	159,682
	Temporary Services	0
	Other (Post-Docs, Insurance, Editing)	119,036
	Overhead	37,694
	Total Costs Before G&A	1,649,620
	G&A	257,605
	Total Costs	1,907,224
	Net	0
Project # RD100 - FBI - FATE		
Revenue		
	Anticipated Increase in current FATE contract	20,640
	State Appropriation	5,606
	Revenue	26,245
Programs Costs		
	Total Salaries	3,832
	Fringe	2,153
	Travel	410
	Supplies (only direct supplies such as for workshops or conferences)	50
	Contractual	14,600
	Equipment	
	Temporary Services	
	Other	
	Overhead	1,656
	Total Costs Before G&A	22,700
	G&A	3,545
	Total Costs	26,245
	Net	0

	Project # RD110 - Danville CC - Nano Cluster Analysis	
	Revenue	
	Danville CC	14,783
		Revenue
		14,783
	Programs Costs	
	Total Salaries	2,501
	Fringe	1,405
	Travel	1,400
	Supplies (only direct supplies such as for workshops or conferences)	400
	Contractual	6,000
	Equipment	
	Temporary Services	
	Other	
	Overhead	1,081
		Total Costs Before G&A
		12,786
	G&A	1,997
		Total Costs
		14,783
		Net
		0
	Project # RD120 - Develop new projects (translational research)	
	Revenue	
	State Appropriation	72,051
		Revenue
		72,051
	Programs Costs	
	Total Salaries	29,172
	Fringe	16,389
	Travel	3,650
	Supplies (only direct supplies such as for workshops or conferences)	500
	Contractual	
	Equipment	
	Temporary Services	
	Other	
	Overhead	12,609
		Total Costs Before G&A
		62,320
	G&A	9,732
		Total Costs
		72,051
		Net
		0
CIT ENTREPRENEUR		FY07
GOAL 3. LEADERSHIP IN DEVELOPMENT OF ENTREP VENTURES		
3.1 ID and accelerate opportunities for small tech firms to obtain federal R&D awards		
	Project # EN010 - DARPA - SBIR/STTR Outreach	
	Revenue	
	DARPA Grant	35,333
	New DARPA Grant	105,159
	State Appropriation	100,000
		Revenue
		240,493

	Programs Costs	
	Total Salaries	55,381
	Fringe	31,114
	Travel	3,400
	Supplies (only direct supplies such as for workshops or conferences)	2,750
	Contractual	69,800
	Equipment	
	Temporary Services	
	Other	21,628
	Overhead	23,937
	Total Costs Before G&A	208,010
	G&A	32,483
	Total Costs	240,493
	Net	0
	Project # EN020 - Federal Proposal Assistance	
	Revenue	
	State Appropriation	127,579
	Total Revenue	127,579
	Programs Costs	
	Total Salaries	24,055
	Fringe	13,515
	Travel	6,380
	Supplies (only direct supplies such as for workshops or conferences)	1,200
	Contractual	16,400
	Equipment	
	Temporary Services	1,000
	Funding Pool	30,000
	Other	7,400
	Overhead	10,397
	Total Costs Before G&A	110,347
	G&A	17,232
	Total Costs	127,579
	Net	0
	Project # EN030 - Federal Funding Studies and Analysis	
	Revenue	
	State Appropriation	19,870
	Total Revenue	19,870
	Programs Costs	
	Total Salaries	2,852
	Fringe	1,602
	Travel	1,500
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	10,000
	Equipment	
	Temporary Services	
	Other	
	Overhead	1,232
	Total Costs Before G&A	17,186
	G&A	2,684
	Total Costs	19,870
	Net	0

Project # EN040 - SBIR Conference		
Revenue		
	Sponsorship	25,000
	State Appropriation	63,949
	Total Revenue	88,949
Programs Costs		
	Total Salaries	6,487
	Fringe	3,644
	Travel	6,000
	Supplies (only direct supplies such as for workshops or conferences)	10,000
	Contractual	48,000
	Equipment	
	Temporary Services	
	Other	
	Overhead	2,804
	Total Costs Before G&A	76,935
	G&A	12,014
	Total Costs	88,949
	Net	0
3.2 Accelerate funding for early stage technology firms		
Project # EN070 - GAP Fund Program		
Revenue		
	State Appropriation	2,579,265
	Total Revenue	2,579,265
Programs Costs		
	Total Salaries	235,647
	Fringe	132,392
	Travel	20,000
	Supplies (only direct supplies such as for workshops or conferences)	3,000
	Contractual	160,000
	Equipment	
	Temporary Services	
	GAP I Investment Pool	1,557,000
	Innovation Investment Fund Pool	
	Other	21,000
	Overhead	101,851
	Total Costs Before G&A	2,230,890
	G&A	348,376
	Total Costs	2,579,265
	Net	0

	Project # EN050 - Venture Capital Studies & Analysis	
	Revenue	
	State Appropriation	18,766
	Total Revenue	18,766
	Programs Costs	
	Total Salaries	3,125
	Fringe	1,756
	Travel	0
	Supplies (only direct supplies such as for workshops or conferences)	6,000
	Contractual	0
	Equipment	
	Temporary Services	
	Other	4,000
	Overhead	1,351
	Total Costs Before G&A	16,231
	G&A	2,535
	Total Costs	18,766
	Net	0
	Project # EN060 - Angel Investment Conference	
	Revenue	
	State Appropriation	35,664
	Total Revenue	35,664
	Programs Costs	
	Total Salaries	5,941
	Fringe	3,338
	Travel	4,000
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	12,000
	Equipment	
	Temporary Services	
	Other	3,000
	Overhead	2,568
	Total Costs Before G&A	30,847
	G&A	4,817
	Total Costs	35,664
	Net	0
CIT CONNECT		FY07
GOAL 4. SECURE LEADERSHIP IN THE ID AND ASSIMILATION OF INNOVATION		
4.1 Accelerate the assimilation of new technology by large scale technology consumers		
	Project # CN010 - Connect	
	Revenue	
	New Contracts	1,000,000
	State Appropriation	368,185
	Total Revenue	1,368,185

	Programs Costs	
	Total Salaries	91,967
	Fringe	51,670
	Travel	
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	1,000,000
	Equipment	
	Temporary Services	
	Other	
	Overhead	39,750
	Total Costs Before G&A	1,183,387
	G&A	184,798
	Total Costs	1,368,185
	Net	0
GOAL 5. NATIONALLY RECOGNIZED IDENTIFIER OF INNOVATIVE TECHNOLOGY COMPANIES		
5.1	Establish a national outreach program	
	Project # CN040 - Build and use the optimum information resources	
	Revenue	
	State Appropriation	422,825
	Total Revenue	422,825
	Programs Costs	
	Total Salaries	93,436
	Fringe	52,495
	Travel	18,000
	Supplies (only direct supplies such as for workshops or conferences)	2,000
	Contractual	
	Chmura ES-202 Data	24,000
	NERAC Information Svc.	10,400
	Contract Investigators & Specialists	30,000
	Other Commercial Information Retrieval Svcs.	20,000
	Technology Councils	50,000
	VTA	10,000
	Equipment	0
	Temporary Services	4,000
	Other	
	Training	11,000
	Overhead	40,385
	Total Costs Before G&A	365,715
	G&A	57,110
	Total Costs	422,825
	Net	0

5.2 ID and support innovative technologies and technology companies		
	Project # CN050 - Establish and mentor collaborative/development activities for SIGN technology offers	
	Revenue	
	State Appropriation	125,513
	Total Revenue	125,513
	Programs Costs	
	Total Salaries	49,427
	Fringe	27,770
	Travel	4,000
	Supplies (only direct supplies such as for workshops or conferences)	0
	Contractual	0
	William & Mary EC	0
	Equipment	0
	Temporary Services	0
	Other	
	Client Specialized Resources	6,000
	Overhead	21,363
	Total Costs Before G&A	108,560
	G&A	16,953
	Total Costs	125,513
	Net	0
	Project # CN060 - Management support for HRTIS	
	Revenue	
	HRTIS	50,000
	State Appropriation	119,668
	Total Revenue	169,668
	Programs Costs	
	Total Salaries	67,577
	Fringe	37,966
	Travel	12,000
	Supplies (only direct supplies such as for workshops or conferences)	0
	Contractual	0
	Equipment	0
	Temporary Services	0
	Other	0
	Overhead	29,208
	Total Costs Before G&A	146,751
	G&A	22,917
	Total Costs	169,668
	Net	0
	Project # CN070 - Mentor high potential early stage technology businesses	
	Revenue	
	State Appropriation	368,787
	Total Revenue	368,787

	Programs Costs	
	Total Salaries	35,419
	Fringe	19,899
	Travel	4,000
	Supplies (only direct supplies such as for workshops or conferences)	7,500
	Contractual	0
	Equipment	0
	Temporary Services	0
	Other	2,500
	Overhead	15,309
	Total Costs Before G&A	84,627
	G&A	13,215
	Total Costs	97,843
	Net	0
6.2	Provide demand generation and infrastructure development services	
	Project # BB020 - Broadband Deployment Program	
	Revenue	
	State Appropriation	115,375
	Total Revenue	115,375
	Programs Costs	
	Total Salaries	29,985
	Fringe	16,846
	Travel	10,000
	Supplies (only direct supplies such as for workshops or conferences)	30,000
	Contractual	
	Equipment	
	Temporary Services	
	Other	
	Overhead	12,960
	Total Costs Before G&A	99,792
	G&A	15,583
	Total Costs	115,375
	Net	0
	Project # BB030 - VECTEC - Pass-thru only	
	Revenue	
	State Appropriation	289,040
	Total Revenue	289,040
	Programs Costs	
	Total Salaries	
	Fringe	0
	Travel	0
	Supplies (only direct supplies such as for workshops or conferences)	0
	Contractual	250,000
	Equipment	0
	Temporary Services	0
	Other	0
	Overhead	0
	Total Costs Before G&A	250,000
	G&A	39,040
	Total Costs	289,040
	Net	0

	Project # BB040 - EDA - Rural Broadband Demand Aggregation & Development in Virginia	
	Revenue	
	EDA Grant	
	State Appropriation	2,278
	Total Revenue	2,278
	Programs Costs	
	Total Salaries	988
	Fringe	555
	Travel	0
	Supplies (only direct supplies such as for workshops or conferences)	0
	Contractual	0
	Equipment	0
	Temporary Services	0
	Other	0
	Overhead	427
	Total Costs Before G&A	1,970
	G&A	308
	Total Costs	2,278
	Net	0
	Project # BB050 - Tobacco Commission - Rural Broadband Outreach in SWVA	
	Revenue	
	Tobacco Commission	50,000
	State Appropriation	38,443
	Total Revenue	88,443
	Programs Costs	
	Total Salaries	13,288
	Fringe	7,466
	Travel	7,500
	Supplies (only direct supplies such as for workshops or conferences)	17,500
	Contractual	10,000
	Equipment	0
	Temporary Services	0
	Other	15,000
	Overhead	5,743
	Total Costs Before G&A	76,498
	G&A	11,946
	Total Costs	88,443
	Net	0
	COMMONWEALTH SUPPORT PROGRAMS	FY07
	Project # VA010 - Provide COVITS conference program management support	
	Revenue	
	Registration	50,000
	Sponsorship	750,000
	State Appropriation	190,714
	Total Revenue	990,714

	Programs Costs	
	Total Salaries	3,461
	Fringe	1,944
	Travel	
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	850,000
	Equipment	
	Temporary Services	
	Other	
	Overhead	1,496
	Total Costs Before G&A	856,901
	G&A	133,814
	Total Costs	990,714
	Net	0
	Project # VA020 - Serve as the executive director of VRTAC	
	Revenue	
	State Appropriation	78,997
	Total Revenue	78,997
	Programs Costs	
	Total Salaries	15,391
	Fringe	8,647
	Travel	2,386
	Supplies (folders, tent cards, name badges, etc.)	250
	Contractual (potential VRTAC-associated study(s))	25,000
	Equipment	0
	Temporary Services	0
	Other (Quarterly Meeting catering, room fees, parking for members, per diem for General Assembly members)	10,000
	Overhead	6,652
	Total Costs Before G&A	68,327
	G&A	10,670
	Total Costs	78,997
	Net	0
	Project # VA030 - Serve as the administrator of CTRF	
	Revenue	
	State Appropriation	71,788
	Total Revenue	71,788
	Programs Costs	
	Total Salaries	16,860
	Fringe	9,473
	Travel	2,190
	Supplies (only direct supplies such as for workshops or conferences)	500
	Contractual	
	Equipment	0
	Temporary Services	
	Other	25,781
	Overhead	7,287
	Total Costs Before G&A	62,092
	G&A	9,696
	Total Costs	71,788
	Net	0

ADMINISTRATIVE PROGRAMS		FY07
	Project # VA040 - Communications and Marketing	
	Revenue	
	State Appropriation	722,884
	Total Revenue	722,884
	Programs Costs	
	Total Salaries	102,482
	Fringe	57,577
	Travel	7,000
	Supplies (only direct supplies such as for workshops or conferences)	0
	Contractual	413,892
	Equipment	0
	Temporary Services	0
	Other	
	Overhead	44,295
	Total Costs Before G&A	625,246
	G&A	97,638
	Total Costs	722,884
	Net	0
	Project # VA050 - Business Development	
	Revenue	
	State Appropriation	1,373,618
	Total Revenue	1,373,618
	Programs Costs	
	Total Salaries	533,131
	Fringe	299,527
	Travel	125,000
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	
	Equipment	
	Temporary Services	
	Other	
	Overhead	230,429
	Total Costs Before G&A	1,188,087
	G&A	185,532
	Total Costs	1,373,618
	Net	0
	Project # VA060 - Advocacy	
	Revenue	
	State Appropriation	107,468
	Total Revenue	107,468

	Programs Costs	
	Total Salaries	46,615
	Fringe	26,190
	Travel	0
	Supplies (only direct supplies such as for workshops or conferences)	
	Contractual	
	Equipment	
	Temporary Services	
	Other	
	Overhead	20,148
	Total Costs Before G&A	92,953
	G&A	14,515
	Total Costs	107,468
	Net	0
	Project # VA070 - Entertainment	
	Revenue	
	State Appropriation	13,874
	Total Revenue	13,874
	Programs Costs	
	Total Salaries	0
	Fringe	0
	Travel	0
	Supplies (only direct supplies such as for workshops or conferences)	10,000
	Contractual	
	Equipment	
	Temporary Services	
	Other	2,000
	Overhead	0
	Total Costs Before G&A	12,000
	G&A	1,874
	Total Costs	13,874
	Net	0

Description of Salary and Benefits Budget FY2007

FTEs	Position Type	R&D Segment	Entrepreneur Segment	Connect Segment	Broadband Segment	General & Administrative	Communications	Total
	Headquarters							
0.8	Nano Industry Clusters	92,465						92,465
1	Federal Funding Assistance		69,892					69,892
3	Capital Access Program		245,295					245,295
1	Entrepreneur		129,375					129,375
0.4	Virginia Initiatives	47,343						47,343
1	Communications						121,136	121,136
10.025	General & Administrative					890,673		890,673
3	IDHS	213,388						213,388
1	Coastal	104,056						104,056
2.8	Connect	141,932		227,479				369,411
	Salaries	599,184	444,562	227,479	-	890,673	121,136	2,283,034
	Incentive Salaries	59,918	44,456	22,748	-	106,160	12,114	245,396
	Total Benefits	231,036	157,841	63,341		332,441	28,170	812,829
	Total HQ Staff Costs	890,138	646,859	313,568	-	1,329,274	161,420	3,341,259
	Off Site							
1	SmartBio	88,735						88,735
5	Field Support			448,549				448,549
1	Broadband				102,750			102,750
4	Connect			299,114				299,114
	Salaries	88,735	-	747,663	102,750	-	-	939,148
	Incentive Salaries	8,874	-	74,766	10,275	-	-	93,915
	Total Benefits	38,364		297,862	30,837			367,063
	Total Off Site Staff Costs	135,973	-	1,120,291	143,862	-	-	1,400,126
	TOTAL CIT SALARIES & BENEFITS	1,026,111	646,859	1,433,859	143,862	1,329,274	161,420	4,741,385
35.025	Total FTEs	8	5	10	1	10.025	1	35.025