

July 30, 2020

Memorandum #2020-88

TO: Hampton Roads Chief Administrative Officers

BY: Mary Bunting, Chair

RE: Hampton Roads Chief Administrative Officers Meeting – August 5, 2020

A meeting of the Hampton Roads Chief Administrative Officers will be held Wednesday, August 5, 2020, beginning at 11:30 AM. The agenda and related materials are attached.

Pursuant to the declared state of emergency in the Commonwealth of Virginia in response to the COVID-19 pandemic and to protect the public health and safety of the Committee members, staff, and the general public, the CAO Committee meeting will be held electronically via WebEx. Participants may join the meeting using the following information:

Join by computer: <https://hrpdc-hrtpo-executive.my.webex.com/hrpdc-hrtpo-executive.my/j.php?MTID=m6629c0245d38fd8a749af87569511c08>

or

Join by phone: +1-408-418-9388

Meeting Number/Access Code: 132 728 0533

Password: Jj8U7WWE3xH (55887993 from phones and video systems)

RAC/ka

Attachment

Chief Administrative Officers:

Mary Bunting, HA	Chris Price, CH
Patrick Duhaney, VB	Patrick Roberts, SU
Brent Fedors, GL	Cynthia Rohlf, NN
Chip Filer, NO	Melissa Rollins, SY
Amanda Jarratt, FR	Michael Stallings, SM
Michael W. Johnson, SH	Scott Stevens, JC
Randy Keaton, IW	Andrew Trivette, WM
Neil Morgan, YK	Sandy Wanner, WN
Lydia Pettis-Patton, PO	Randy Wheeler, PQ

**Hampton Roads
Chief Administrative Officers (CAO) Meeting**

**WEDNESDAY, AUGUST 5, 2020
11:30 am**

Virtual WebEx Meeting

I. Call to Order

II. Approval of Agenda

III. Public Comment

Members of the public will be provided an opportunity to address the CAO Committee. Comments should be limited to three minutes per speaker.

IV. 757 Recovery and Resilience Effort – Doug Smith, Hampton Roads Alliance

Doug Smith will brief the CAO Committee on the 757 Recovery and Resilience Effort. Enclosed for review by Committee members is background information on this effort.

V. CARES Act Funds

Several CAOs have expressed interest in having a more detailed discussion on each locality's plans for use of CARES Act funds in their localities. CAOs will be asked to participate in a roll call discussion to share this information on behalf of their locality.

VI. Other Business

VII. Adjournment



757 Recovery & Resilience Action Framework

Building a more resilient economy for the people of the 757.



Forward 757

Hampton Roads' 400-year history is the story of recovery and resilience.

We have responded to major shocks before – wars, epidemics, fires, floods and other downturns.

Our long experience in effectively dealing with adverse situations has wired us to not only survive challenging times, but to come through them stronger than before.

Our key to success? We understand that

We are Stronger Together

Presentation Overview

- Background
 - How Communities Are Responding to COVID-19 Crisis
 - 757 Regional Momentum Prior to the COVID-19 Crisis
 - Building Our Momentum in Crisis
- The 757 Business Recovery & Resilience Action Framework
 - Goals & Objectives
 - Thought Leader Videos
 - Committees
 - Assignments
 - Meeting Agendas
 - Calendar
- Questions & Answers

How Communities Are Responding to COVID-19 Crisis

Economic & Social Change Study
Uncovering the impact of COVID-19 on Chicago's economic and social fabric to aid RTF recommendations across Committees

Co-Chairs

- Jon Harris, Executive Director, Kellogg Public-Private Initiative at Northwestern University
- Ai-Jen Poo, Co-Founder, National Domestic Worker's Alliance

Policy & Economic Stimulus
Determining the strategy for how Chicago's economy survives the COVID-19 crisis and how we create an economy that works for all Chicagoans, especially vulnerable populations and our City's workforce.

Co-Chairs

- Marky Johnson, Co-CEO, April Investments
- Roberto Hernandez, Chairman, Blythe Bank
- Bob Butler, President, Chicago Federation of Labor
- Jenny Scaslon, CEO, UL

Mental & Emotional Health
Ensuring Chicagoans are supported mentally and emotionally during the COVID-19 healing process we are and will continue to be experiencing.

Co-Chairs

- Evelyn Diaz, President, Heartland Alliance
- Karen Freeman Wilson, President & CEO, Urban League of Chicago
- Alina James, Executive Director, National Alliance on Mental Illness (NAMI)

Marketing & Business Development
Engaging Chicagoans as we recover from the COVID-19 crisis and thrive in the new world to develop the activities and structural decisions to build a Chicago for tourists, conventions, corporations, and workforce talent that is attractive and differentiating.

Co-Chairs

- Sandra Corbina Mark, CEO, Window to the World Communications
- Richard Goldman, CEO, Goldman
- Adam Salk, Executive Director, Grow Greater Ingwood

Regional Coordination
Ensuring coordination between Chicago's neighbors to bring some recovery efforts and recovery efforts for the State of Illinois and other counties.

Co-Chairs

- Daniel Orenin, Board Chairman, DuPage County
- Tom Preswickable, Board President, Cook County
- Joseph T. Tamburino, Mayor, Village of Hillside

4) Working Group: Bringing Back Tourism

Role	Name
Co-Chair	Jesse Martinez, General Manager, The Alford Inn
Co-Chair	Dr. Youcheng Wang, Dean, UCF Rosen College of Hospitality Management
Staff Lead	Carol Palacio, Economic Development Program Coordinator
Member	Brandon Matulka, Lake County Agency for Economic Prosperity
Member	Dan Giordano, Rosen Shingle Creek
Member	Phil Brown, Orlando International Airport
Member	Sandy Hostetter, Truist
Member	Michael Thomas, John Michael Exquisite Weddings & Catering
Member	Brian Comes, Area Vice President, Hyatt Regency Orlando
Member	Adrian Jones, Merlin Entertainment
Member	Frank Goeckel, Wyndham Destinations

Regional Momentum Prior to COVID-19

- Funded and launched a \$5 billion transportation package
- Constructed a total of more than \$700M in on-terminal and off-terminal infrastructure improvements for Port of Virginia
- Began \$350M harbor dredging project on 12/2/2019
- Launched first comprehensive regional economic development effort with restructuring of HREDA into the Alliance
- Created Broadband Authority that will manage construction and operation of the regional connector ring that will tie Hampton Roads' jurisdictions to the new Trans-Atlantic data cables that come ashore at Virginia Beach. This is the only digital port location between Miami and New York.
- Developing Coastal Virginia Offshore Wind off the Virginia Coast

Regional Momentum Prior to COVID-19

- Created Eastern Virginia Regional Industrial Facilities Authority (RIFA) that affords revenue sharing between localities when both are working on an economic development prospect
- Completed Envision2020 Regional Branding Initiative to help identify the region's competitive position, communications strategy, and naming architecture
- Partnered with Richmond region to create dynamic economic development partnership through the RVA 757 Connects
- Announced Amazon projects in Chesapeake and Suffolk supported by City of Norfolk and infrastructure from all cities creating more than 1,500 jobs
- Launched Hampton Roads Maritime Collaborative for Growth & Innovation
- Approved 12 GO VA collaborative grant projects with a total investment of \$14M

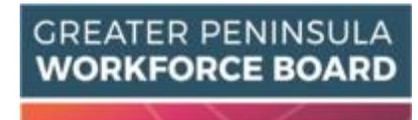
Observations

- The narrative that Hampton Roads does not collaborate is simply no longer true
- The 757 is a region with tremendous assets and potential
- The model of collaboration embedded in the new Alliance and our regional partner organizations is just what is needed, and it has already started to work
- We were building the momentum that would achieve the level of job growth that will help the 757 realize its potential
- Now we shift to a recovery and resilience path



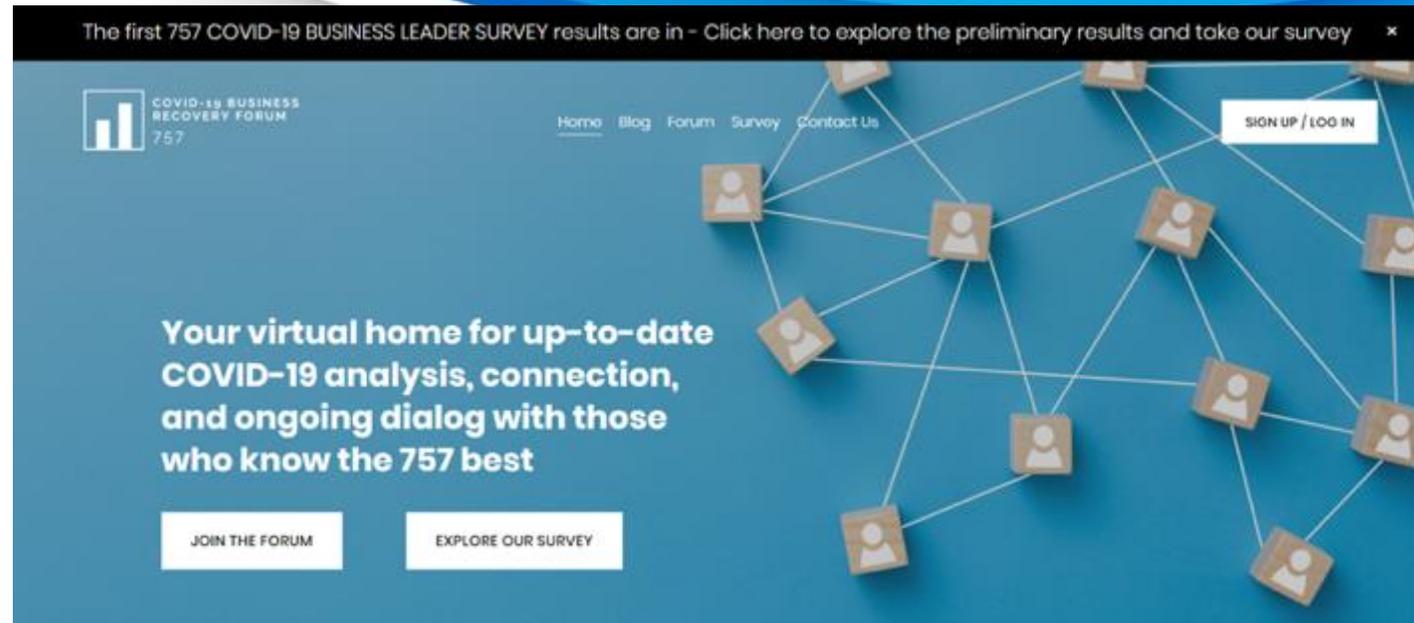
Building Our Momentum in Crisis

Created Business Coalition One Region – One Business Community



Created 757Recovery Forum

*Venue for our
region's business
leaders to discuss
recovery issues*



How This Community Works



Read Up.

Visit our Advice Blog to read the latest perspectives from our panel of engaging local experts. See what they have to say about navigating these unprecedented times and how it affects your 757 business or organization.

[Read our advice](#)



Sign Up.

Visit our message board, choose a username (it doesn't have to be your real name) and create an account. It takes less than 2 minutes to register and you will be able to immediately participate on our daily and weekly discussions.

[Sign Up Now](#)



Speak Up.

Join the conversation in any way you would like. Ask questions for our experts and engage with your peers across our various discussion threads. Want to start your own topic? Feel free. Invite more participants? Go ahead.

[Join the Discussion](#)

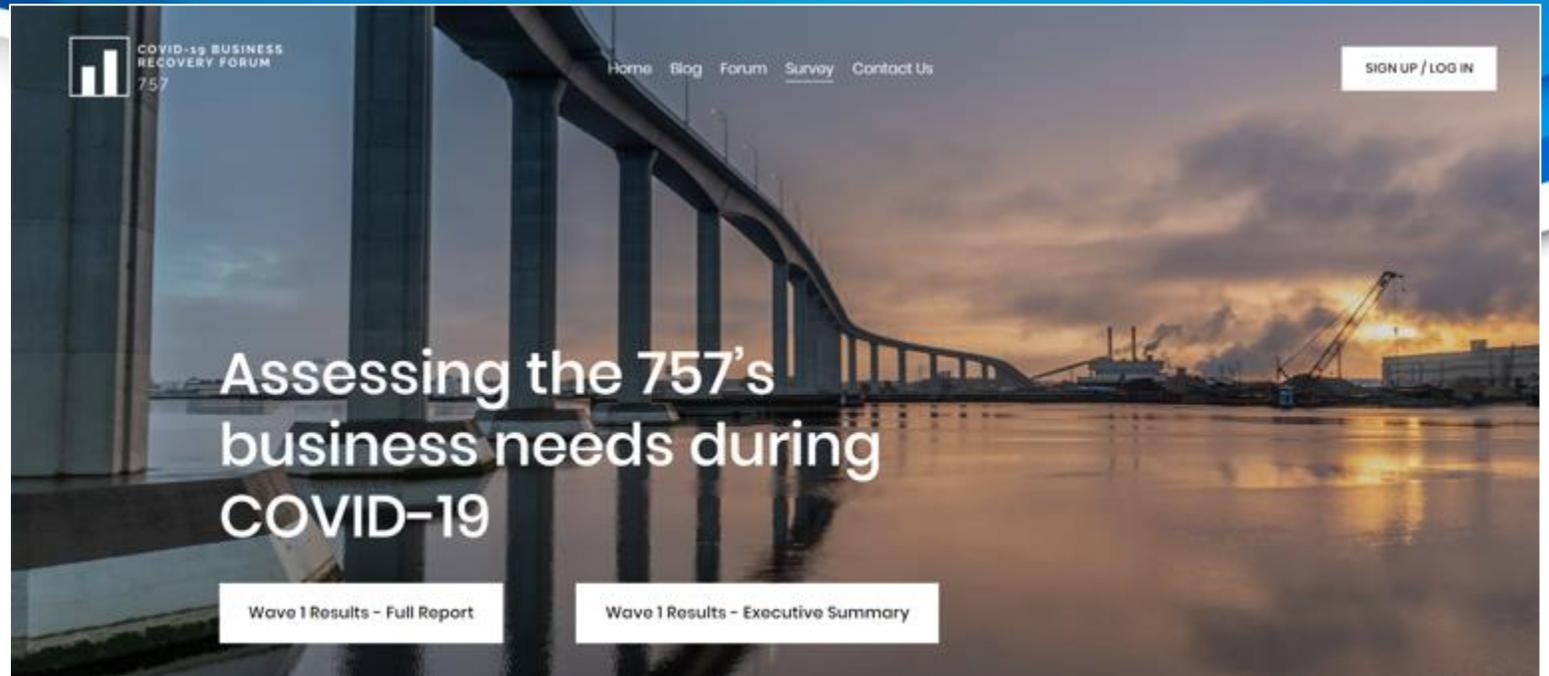
**Unprecedented Access.
Simplified Answers.
Deeper Insights.**

When it comes to navigating the unprecedented consequences of the COVID-19 crisis, connecting with the right people makes all the difference. With their fingers on the pulse of the latest developments, our leading local experts can help you cut through the clutter, get straight to the answers you need now, and provide tips for staying ahead of the curve.

As we tackle what the federal CARES Act means for our businesses and our communities, our experts will speak candidly about its provisions and what you can do to ensure you get the support you need. Read their advice below.

Then, join them live as they answer questions and foster real-time discussion regarding the issues at hand.

Conducted 757 Recovery Business Leader Surveys *One Voice*



The 757 COVID-19 Business Leaders Survey

As the COVID-19 crisis began to unfold, it became increasingly clear early on that we needed more than anecdotal evidence to demonstrate the impact on our business community. Our short, 10-minute anonymous survey is designed to do just that – to quantify the situation we're in, pinpoint areas of greatest need, and identify ways our region's organizations can better serve our business leaders.



Research-inspired Actions To Date

The coalition of the 757's lead business organizations have used the findings and insights from the Benchmark survey and the Wave 2 survey to create important initiatives designed to accelerate 757 COVID-19 relief and recovery efforts. These initiatives include:

1. Widely Sharing the Survey Findings:

- The lead business organizations continue to disseminate the Benchmark and Wave 2 Survey findings to the region's business community. This information helps businesses understand their own COVID-19 actions to date relative to other companies.

2. Advancing the Chambers' COVID-19 Information Centers:

- As the COVID-19 crisis continues to evolve, the lead business organizations are pointing businesses to the [Hampton Roads Chamber's COVID-19 Business Resource Guide](#) and the [Virginia Peninsula Chamber](#) as excellent information repositories and inventories of helpful links.

3. Hosting a Series of Informational Conference Calls with Key Leaders:

- The lead business organizations continue to host a series of conference calls with frontline officials and policymakers to provide timely and accurate COVID-19 information for business leaders.

Research-inspired Actions To Date (cont'd)

4. Advancing the 757 COVID-19 Business Recovery Forum – 757recovery.com:

- Working together under the Alliance's leadership, the lead business organizations launched the new 757 COVID-19 Business Recovery Forum, an online virtual forum for leaders of the Hampton Roads business community to connect and share insights. The forum provides everyone direct access to regional experts on the CARES Act. Invited experts post content on the site and answer questions for a specified period each week. This site also hosts links to live surveys and survey results.

5. Access & Equity:

- The coalition is now supporting the Hispanic Chamber of Commerce of Coastal Virginia and other diverse business owners by translating and presenting our information tools and materials in multiple languages.

6. Packaging and Sharing Legislative Concerns and Government Roadblocks:

- Survey respondents in both the Benchmark and Wave 2 Surveys listed numerous government measures they would like to see enacted, as well as bureaucratic barriers and roadblocks they want addressed. The lead business organizations are now sharing this information with the region's local, state, and national elected officials to inform legislative recovery efforts.

Research-inspired Actions To Date (cont'd)

7. Advocacy:

- To influence potential future recovery efforts and legislation, the coalition inventoried, packaged, and shared the needs and concerns expressed through the 757 COVID-19 Business Leaders Wave 1 Benchmark Survey with the region's local, state, and federal public officials.

8. Regional Reopening Appeal to Governor Northam:

- On May 7, 2020, the business coalition sent a letter to Governor Northam. Signed by five mayors and the heads of six leading regional business and leadership organizations. This letter provided a regional perspective on a safe and sustainable reopening and included a number of specific requests. Topping the list was the request that regions across the Commonwealth have more latitude in reopening when they are ready.

The 757 Business Recovery & Resilience Action Framework

Next Steps

Building on the initiatives started to date, the coalition of 757's regional business and leadership organizations is now working together on long-term 757 recovery planning initiatives. These include:

1. Support the 757 Regional Re-opening Plan:

- The business and regional leadership coalition will support other organizations and leaders driving reopening plans and procedures. Our region's re-opening plan will be closely coordinated by local governments with the Governor's plan.
- We will support and publicize the Virginia Chamber's "Blueprint for Getting Virginians Back to Work" initiative. The Virginia Chamber's plan will provide industry-specific recommendations on operating in the current economic climate caused by COVID-19 and how to return stronger than before. The Virginia Chamber is now collecting input from members of the business community. In addition the Hampton Roads Chamber has developed a Business Recovery Guide with pertinent information on re-opening businesses. This guide also includes a Safe Return Guide for re-entry to the workplace.

2. Conduct Wave 3 of the 757 COVID-19 Business Leaders Survey:

- A Wave 3 Survey, planned for July, will inform the 757 Recovery & Resilience Action Plan (see next slide).

Next Steps (cont'd)

3. Create the 757 Recovery & Resilience Action Plan:

- The coalition of 757's lead business and leadership organizations is launching the 757 Recovery & Resilience Action Plan.
- More than a traditional planning process that culminates in a lengthy static document, the 757 Recovery & Resilience Action Framework is
 - A dynamic ongoing planning resource and implementation framework
 - Inspired by our region's thought leaders, advanced by active committees, and
 - supported by a virtual platform to encourage collaboration and partnerships.
- This initiative will remain in place throughout the entire recovery period, providing an active and responsive framework to accelerate our region's economic recovery from the COVID-19 crisis.



Goals & Objectives of 757 Recovery & Resilience Action Plan

- 1. Enhance our region's future economic and community resilience and**
- 2. Ensure that everyone can recover and thrive in 757's post-COVID-19 economy**
 - Apply a diverse, equitable, and inclusive lens to the framework's goals, objectives, strategies, programs, and performance measurement, tracking and reporting.
 - Reactivate the momentum in our economy
 - Articulate what we want for 757's post-COVID-19 economy
 - Identify and accelerate emerging market opportunities to grow jobs and economic prosperity
 - Identify ways we can become more effective and efficient as leaders and organizations in advancing our region
 - Create a new shared sense of a regional economy - vision, goals, responsibilities, and accountability
 - Accelerate even greater region-wide cooperation
 - Restore our employment base to pre-COVID-19 levels and lay the groundwork for its growth and expansion

757 Recovery and Resilience Action Plan

Call to Action ▶ Insights & Aspirations ▶ Action Plans ▶ Feedback ▶ Integration ▶ Implementation ▶ Accountability ▶ Impact

Our Why	Our Objectives	Develop 757 Thought Papers/Videos	Launch Committees	Deliver Committee Action Plans	Integrate Action Plans	Advance Funding, Implementation and KPIs	Our Impact
<p>Build a better economy for the people of the 757.</p>	<ol style="list-style-type: none"> Enhance our region's future economic and community resilience and Ensure that everyone can recover and thrive in 757's post-COVID-19 economy <p>Apply a diverse, equitable, and inclusive lens to the framework's goals, objectives, strategies, programs, and performance measurement, tracking and reporting.</p> <p>Reactivate the momentum in our economy</p> <p>Articulate what we want for 757's post-COVID-19 economy</p> <p>Identify and accelerate emerging market opportunities to grow jobs and economic prosperity</p> <p>Identify ways we can become more effective and efficient as leaders and organizations in advancing our region</p> <p>Create a new shared sense of a regional economy - vision, goals, responsibilities, and accountability</p> <p>Accelerate even greater region-wide cooperation</p> <p>Restore our employment base to pre-COVID-19 levels and lay the groundwork for its growth and expansion</p>	<ol style="list-style-type: none"> Changing the Landscape COVID-19 Trends Economic Development Economic Impact Innovation Local Government Dynamics Maritime Industrial Base Next Generation Regional Collaboration Science & Research 757 Place Marketing Supply Chain Implications Talent Development Technology Wellness & Healthcare Wider Crisis Environment 	<p>Wellness & Healthcare</p> <p>Target Industries</p> <p>Infrastructure / Connectivity</p> <p>Travel/Tourism/ Hospitality/Food</p> <p>Organizational Collaboration</p> <p>Small Business / Retail</p> <p>Maritime Collaborative</p> <p>757 Place Making & Marketing</p> <p>Science & Technology</p> <p>Integration</p>	<p>ID Committee Chairs / Roster</p> <p>Hold 4 Video Conference Calls</p> <p>Overall questions:</p> <ol style="list-style-type: none"> What challenges and opportunities face us in realizing the promise of a regional approach? What specifically must happen to build and implement a successful regional approach? What will build everyone's confidence in seeing a regional approach gain momentum? What is your role in making this happen? <p>Specific committee category or topic area questions:</p> <ol style="list-style-type: none"> What are the greatest opportunities facing the committee's topic area? What are the greatest challenges facing the committee's topic area? What potential future strategies will drive your sector/topic's long-term recovery and resilience? What are the best measures of success for these strategies? <p>Create White Paper: Analysis and recommendations</p>	<p>Create Integrated Plan: Analysis and integration recommendations.</p> <p>All Thought Leaders and Committee Chairs</p> <p>Hold 2 Video Conference Meetings</p> <p>Review committee white papers and arrive at an integrated overview perspective</p> <p>Answer Four Questions</p> <ol style="list-style-type: none"> What are the major themes across all committees - patterns in how committees answered questions 1-6. What are the challenges and opportunities in addressing each of the major themes (in #1 above) Identify the 3 to 5 Overarching strategic imperatives to address opportunities and challenges (in #2 above) What infrastructure and actions are needed to advance the strategic imperatives (in #3 above). 	<p>Funding: Uses the integrated and separate action plans to approach current and future investors, funders and supporters.</p> <p>Implementation: As appropriate, charge each committee with ongoing implementation.</p> <p>Advance a new level of collaboration and integration.</p> <p>KPIs: Establish Key Performance Indicators (KPIs).</p> <p>Create a public-facing performance dashboard.</p> <p>Operationalize periodic performance assessment and reporting.</p>	<p>All people of the 757 benefit from an economy that's stronger and more resilient than ever before.</p>

Develop 757 Thought Leadership Video & Paper

Topic	Author	Organization
1. Changing the Landscape	Felicia Blow	Hampton University
2. COVID-19 Trends	John Martin	SIR
3. Economic Development	Jeff Johnson	Virginia Tech
4. Economic Impact	Robert M. McNab	Old Dominion University
5. Innovation	Monique Adams	757 Angels
6. Local Government Dynamics	Robert Crum	HRPDC
7. Maritime Industrial Base	Nancy Grden	Old Dominion University
8. Next Generation	Aleea Slappy Wilson	City of Norfolk
9. Regional Collaboration	Jim Spore	Reinvent Hampton Roads
10. Science & Research	Clayton Turner	NASA
11. 757 Place Marketing	Patrice Lewis	SIR
12. Supply Chain Implications	Dr. Erika Marsillac	Old Dominion University
13. Talent Development	Shawn Avery	Hampton Roads Workforce Council
14. Technology	J.D. Myers	Cox Communications
15. Wellness & Healthcare	Dr. Jordan Asher	Sentara Healthcare
16. Wider Crisis Environment	Alex Case	Cordillera Applications Group
17. Digital Transformation	Martin Goossen	Old Dominion University

- To inspire work on the 757 Recovery & Resilience Action Framework, Phase II will center on the creation and widespread dissemination of thought pieces by highly recognized and regarded 757 thought leaders and key industry experts. This work will set up *Phase III: Committee Work*.
- Each leader will create a 3-5 minute video and author a white paper that envisions the optimal future of their industry and our region.
- Through social media and 757recovery.com, everyone will be invited to discuss and debate the paper and video.
- For consistency's sake, the white papers and podcasts will advance a consistent format by having each thought leader and industry leader address the same type of questions.

Committees

Committee	Co-Chair	Co-Chair	Next Gen Vice Chair
1. Wellness & Healthcare	Howard Kern – Sentara Healthcare	Bill Downey – Riverside Health System	Briana Jackson - CHKD
2. Target Industries	Jeff Tanner – ODU Strome College	Rony Thomas - LifeNet	Jonathan Holman – Hampton Roads Alliance
3. Infrastructure / Connectivity	Andria McClellan - HRPDC	Darius Davenport – Crenshaw Ware & Martin	Megin Kennett – AT&T
4. Travel/Tourism/Hospitality/Food	Cliff Fleet – Colonial Williamsburg	Akhil Jain – Landmark Hotel Group	Tiffany Russell - VBCVB
5. Organizational Collaboration Model	William Harrell – Hampton Roads Transit	Robert McKenna – Virginia Peninsula Chamber	Latiesha Handie – Citizens Unity Commission
6. Small Business / Retail	Bryan Stephens – Hampton Roads Chamber	Jim Carroll – Hampton Roads Chamber	Hamilton Perkins – Hamilton Perkins Collection
7. Maritime Collaborative	Dubby Wynne – Reinvent Hampton Roads	Nancy Grden – Old Dominion University	Dustin Rinehart – Port of Virginia
8. 757 Place Making and Marketing	Joash Schulman – Town Center Office Suites	Lynelle Haugabrook – Northern Star Credit Union	Alisa Crider – Hampton Roads Alliance
9. Science & Technology	Dr. David E. Bowles - Old Dominion University	Stuart Henderson – JLAB	
<i>After Committee Work is Complete</i>	<i>Committee 10 will work to</i>	<i>integrate and present to steering</i>	<i>committee</i>
10. Integration and Economic Impact	Glenn Carrington – Norfolk State University	Jim Kibler - Virginia Natural Gas	Katherine Rainone - HRPDC

Committee Charter

- **Committee Sponsors** –
 - Hampton Roads Alliance,
 - Hampton Roads Chamber,
 - Virginia Peninsula Chamber,
 - Old Dominion University,
 - Reinvent Hampton Roads,
 - Hampton Roads Workforce Council,
 - Greater Peninsula Workforce Board, and
 - Civic Leadership Institute.
- **Committee Purpose** – Enhance our region’s future economic and community resilience and ensure that everyone can recover and thrive in 757’s post-COVID-19 economy:
 - Apply a diverse, equitable, and inclusive lens to the framework’s goals, objectives, strategies, programs, and performance measurement, tracking and reporting.
 - Reactivate the momentum in our economy.
 - Articulate what we want for 757’s post-COVID-19 economy.
 - Identify and accelerate emerging market opportunities to grow jobs and economic prosperity.
 - Identify ways we can become more effective and efficient as leaders and organizations in advancing our region.
 - Create a new shared sense of a regional economy - vision, goals, responsibilities, and accountability.
 - Accelerate even greater region-wide cooperation.
 - Restore our employment base to pre-COVID-19 levels and lay the groundwork for its growth and expansion.
- **Desired End Result** – A white paper with analysis and recommendations that addresses the same eight questions – later slide
 - Top recommendations
 - Appropriate metrics

Committee Charter (con't.)

- **Scope** – This committee is assigned the area of _____. This includes _____
 - While the committee should focus on the area assigned, it is encouraged to offer analysis and recommendations on cross-cutting issues and inter-dependencies.
- **Duration and Time Commitment** –
 - Committees will hold four video conference meetings to be completed by the first week of August 2020.
 - Video conference meetings will not exceed 2 hours each.
 - Preparation for the conference meetings and consultation with experts will vary by committee.
- **Members & Structure** –
 - Each committee will have two co-chairs who will divide the work as they choose.
 - A third Next Gen Vice Chair will serve as facilitator for the Committees.
 - Members are drawn from diverse backgrounds in order to bring different perspectives to address the focus questions.
-
- **Decision-making** – Decision-making will be by consensus.
 - Every member has had a chance to participate and that the consensus is confirmed individually by each member rather than assumed.
 - The ability of each member to be able to “live with the decision” and support it after the meeting. If a member cannot live with the decision, the committee member will indicate what would need to change in order for the member to be able to support the decision.
 - In instances where a consensus cannot be achieved, the committee may use voting. If voting is used, the minority position will be stated.
- **Work Processes** – The committees will generally use the following schedule:
 - Pre-Committee Workshop to orient committee members to the project
 - Pre-work for each committee meeting
 - Developing answers and consensus to key questions

Committee Charter (con't.)

- **Communication** – Committees will communicate through 757Recovery.com. This platform will enable all information to be shared with all committee members and maintain a record of communications.
- **Ground Rules** – The following are suggested ground rules and may be modified by committees:
 - Respect both the diversity of members and the diversity of ideas.
 - Encourage out the box thinking that challenges the status quo and promotes innovation and creativity.
 - Use affirming language such as “yes, and” rather than “yes, but”; rather than “we can’t,” think “we can if...”
 - Use discussion structures that explicitly provide an opportunity for every member to engage and time is fairly shared among members. Self-regulate and ensure that all are engaged.
 - Seek first to understand and then to be understood. When you don’t understand something, listen harder.
- **Supporting Resources**
 - Each committee is assigned an ODU student intern who will provide logistical support and research assistance.
 - Each committee will have a designated contact with the sponsor.
 - Insights from area thought leaders have been compiled into a video series with short papers that are available to the committee.
 - A team of subject matter experts (SME) is available to do targeted research.

Committee Assignments

- Wave 3 Survey Questions Needed – give committees some help
- Hold four Video Conference Meetings - Overall questions:
 - *Experts agree that Hampton Roads' best opportunity for long-term recovery and resilience is to take a unified, regional approach.*
 1. What challenges and opportunities face us in realizing the promise of a regional approach?
 2. What specifically must happen to build and implement a successful regional approach?
 3. What will build everyone's confidence in seeing a regional approach gain momentum?
 4. What is your role in making this happen?
 - Specific committee category or topic area questions:
 1. What are the greatest opportunities facing the committee's topic area?
 2. What are the greatest challenges facing the committee's topic area?
 3. What potential future strategies will drive your sector/topic's long-term recovery and resilience?
 4. What are the best measures of success for these strategies?
- Create White Paper: Analysis and recommendations

Recovery Committees Support

- Chairperson Launch Meeting – (July 8 or 9):
 - Zoom call to learn about the overall initiative.
- Committee Member Orientation Meeting – (July 15 or 16):
 - Zoom call to learn about the overall initiative.
- *The Alliance, SIR will post overall initiative map, key expert videos, and any major relevant materials on the 757 Recovery basecamp for this committee.*
- *ODU Students will staff committees and draft final report*
- *SME's will be available to the committees*

Committee Meeting No. 1: Understand the Committee's Charge and Get Focused (Week of July 20)

- Pre-meeting No. 1 Homework: Review suggested major inputs, key videos from experts, and overall initiative map.
- Meeting Tasks:
 - Discuss Committee's charge and how this work fits in — questions to answer.
 - Discuss lessons learned from videos.
 - Acknowledge relevant reports and materials already posted to the 757 Recovery basecamp for this committee.
 - Suggest any additional helpful resources you would like researched and posted on the 757 Recovery basecamp.
 - Hold general discussion on the committee's category or topic.
 - Discuss homework for Meeting No. 2.
- *The Alliance, SIR and ODU team will locate and post any additional suggested reports and studies as identified by committee members.*

Committee Meeting No. 2: Map the Situation and Identify Strategic Options Moving Forward (Week of August 3)

- Pre-meeting No. 2 Homework:
 - Review all resources posted on the 757 Recovery basecamp.
 - Answer the first four questions and post your answers on the basecamp by a date to be specified prior to the meeting.
- Meeting Tasks:
 - Review members' homework — compiled committee members' answers.
 - Discuss nuances of key challenges and opportunities.
 - Brainstorm additional challenges, opportunities, and strategies.
 - Discuss homework for Meeting No. 3
- *The Alliance and SIR will react to the Meeting No. 2 discussion and output to design the optimal homework survey for committee members to complete prior to Meeting No. 3.*

Committee Meeting No. 3: Finalize Key Insights and Recommendations (Week of August 10)

- Pre-meeting No. 3 Homework:
 - Take SIR online survey to prioritize key challenges, opportunities, and possible strategies – the second set of 4 questions.
 - Review findings from SIR survey prior to Meeting No. 3.
- Meeting Tasks:
 - Review and discuss survey findings.
 - Flesh out and finalize nuances of the top strategies identified — what will it take to implement these (who, what, how, and when)?
 - Provide direction for committee’s final report.
 - Discuss homework for Meeting No. 4.
- *The Alliance and ODU will craft a draft one Committee report based on output of Meeting No. 3.*

Committee Meeting No. 4: Bring It All Together (Week of August 24)

- Pre-meeting No. 4 Homework:
 - Review the Committee's draft one report,
 - which will be based on outputs from meetings one through three.
- Meeting Tasks:
 - Discuss draft one Committee report format and content.
 - Identify how to realize the full potential of recommendations — who carries the ball?
 - Identify the needed refinements and edits to draft one.
 - Establish final report approval process — read draft two and suggest refinements.

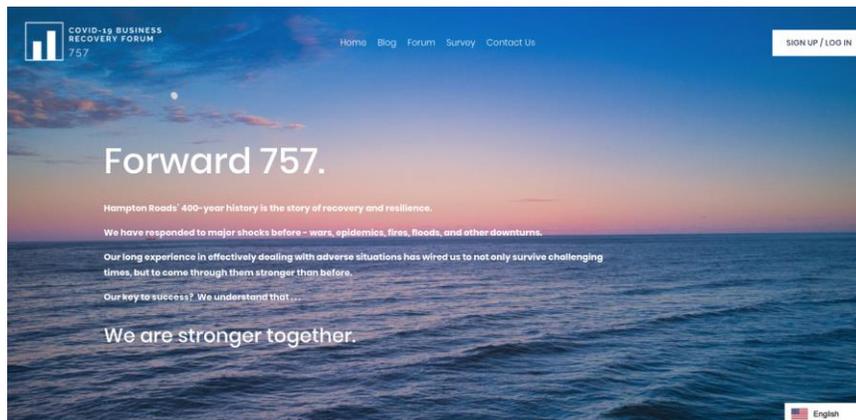
Leveraging 757Recovery.com

- All committee work, related minutes and reports, ongoing discussions, sharing, and outputs will be supported by 757recovery.com.
- A simple, digital “base camp” will be set up in a way where each committee will become its own self-sustaining virtual community, one that will evolve and support each phase of the framework.
- A chair for each committee will be nominated and charged. Each leader will become practiced at using 757recovery.com’s virtual community features and resources. They are very simple.
- Each committee will be staffed by Old Dominion University students and members of regional organizations.

757Recovery.com/Forward

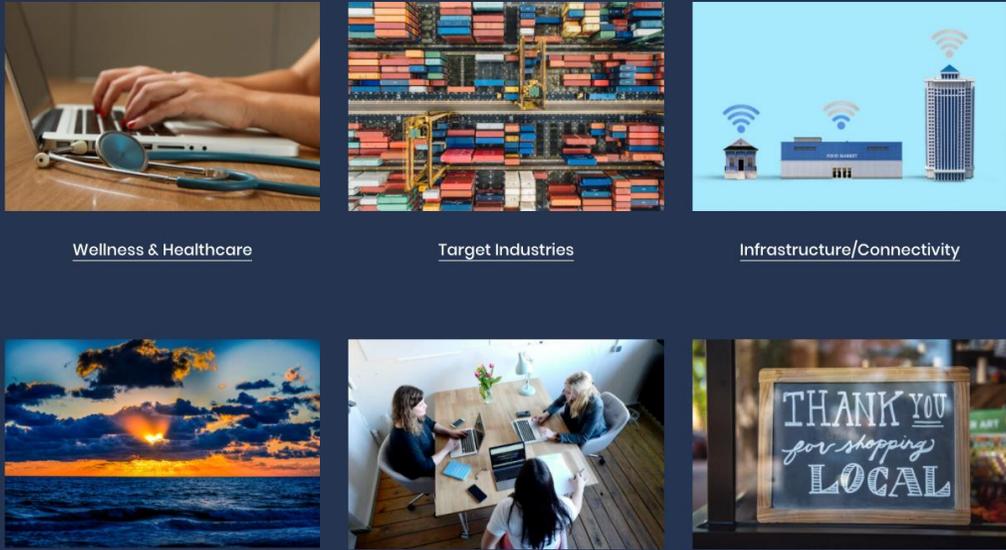


- The home base for the 757 Recovery and Resilience Action Plan committees
- Password: Alliance757
- Committee chairs can share documents, provide contact information, and check in across committees
- Members can chat in a private message board in between meetings
- Once the meetings conclude, the site will become public facing



Committee Pages

Forward 757 Committees



Wellness & Healthcare Target Industries Infrastructure/Connectivity

English >



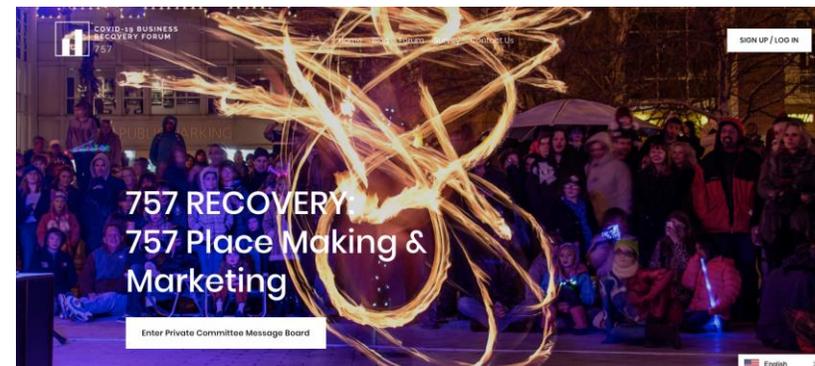
COVID-19 BUSINESS RECOVERY FORUM 757

Home Blog Forum Survey Contact Us

SIGN UP / LOG IN

757 RECOVERY:
Wellness & Healthcare

Enter Private Committee Message Board



COVID-19 BUSINESS RECOVERY FORUM 757

Home Blog Forum Survey Contact Us

SIGN UP / LOG IN

757 RECOVERY:
757 Place Making & Marketing

Enter Private Committee Message Board

Subject Matter Experts

Topic	Author	Organization
1. Wider Crisis Environment	Alex Case	Cordillera Applications Group
2. Economic Impact & Growth	Dr. Robert McNab	Old Dominion University
3. Wellness & Healthcare	Dr. Jordan Asher	Sentara Healthcare
4. Regional Collaboration	Jim Spore	Reinvent Hampton Roads
5. Local Government Dynamics	Dr. Ron Carlee	Old Dominion University
6. Talent Development	Shawn Avery	Hampton Roads Workforce Council
7. Economic Development	Doug Smith	Hampton Roads Alliance
8. Maritime Industrial Base	Nancy Grden	Old Dominion University
9. Innovation	Monique Adams	757 Angels
10. Technology	J.D. Myers	Cox Communications
11. Supply Chain & Logistics	Dr. Erika Marsillac	Old Dominion University
12. COVID-19 Trends	John Martin	SIR
13. 757 Place Marketing	Patrice Lewis	SIR
14. Digital Transformation	Martin Goossen	Old Dominion University

- Our surveys of businesses regarding the COVID-19 crisis have identified several common areas of need. The 757 Recovery Coalition has identified subject matter experts (SMEs) that will develop white papers offering principles of action for recovery.
- In addition, these SMEs will be available to support the 10 committees with expertise and research to address industry-specific questions.
- In addition to designated SMEs, regional universities will provide faculty expertise and student resources to support committee needs as required. This support will be provided throughout the 20/21 academic year.

Steering Committee

- Regional Coalition CEO's and Committee Chairs
- Hold two Video Conference Meetings following work of Plan Integration & Economic Impact Committee
- **Plan Integration & Economic Impact Committee:** Jim Kibler / Glenn Carrington
 - Review committee white papers and arrive at an integrated overview perspective
 - Answer Four Questions:
 1. What are the major themes across all committees - patterns in how committees answered questions 1-6.
 2. What are the challenges and opportunities in addressing each of the major themes (in #1 above).
 3. Identify the 3 to 5 overarching strategic imperatives to address opportunities and challenges (in #2 above).
 4. What infrastructure and actions are needed to advance the strategic imperatives (in #3 above).
 - Create Integrated Plan: Analysis and integration recommendations.
- Steering Committee Reviews and Adopts the 757 Recovery and Resilience Plan – *Forward 757*
- Regional Organizations Endorse

After Committee Work is Done

Funding:

- Uses the integrated and separate action plans to approach current and future investors, funders and supporters and apply for potential grant funding.

Implementation:

- As appropriate, charge each committee with ongoing implementation. Advance a new level of collaboration and integration or hand off to existing local/regional organizations.

Impact:

- Establish Key Performance Indicators (KPIs).
- Create a public-facing performance dashboard possibly UWSHR Dashboard.
- Operationalize periodic performance assessment and reporting.

Communications Plan:

- TBD

Timing & Deliverables

PHASE	TIMING	DELIVERABLE
Phase I: Call to Action / Committee Recruitment	Monday May 18th – Friday June 12th	Phase I will center on organizing and inviting a cross-section of experts, thought leaders, committee chairs, and committee members who truly represent the diversity of the regional community to participate in building and advancing the 757 Recovery & Resilience Action Plan.
Phase II: Creating Insights and Inspiration	Monday June 15th – Friday July 3rd	Phase II will inspire the overall work on the 757 Recovery & Resilience Action Plan. This work will center on the creation and widespread dissemination of thought pieces and short videos by highly recognized and regarded 757 thought leaders and key industry experts.
Phase III: Formulating Action Plans	Monday July 6th – Friday August 28th	Phase III is the backbone of the 757 Recovery & Resilience Action Plan. During this time, committees will be hard at work identifying opportunities to ensure their respective categories emerge from the COVID-19 crisis stronger and more resilient than ever before. Specifically, each committee will meet four times and create an action plan.
Phase IV: Finalizing Draft Plan	Monday August 31st - Friday September 11th	Phase IV will involve reviewing the individual action plans and arriving at the overall 757 recovery and resiliency action plan. The business coalition leaders will identify common themes and ways to tie the work together, establishing key performance indicators (KPIs) and projecting the overall impact of the plan. KPIs will include businesses reopened, jobs retained and created, and GDP generated.
Phase V: Sharing the Draft Framework	Monday September 14 th - Friday Sept 25th	Phase V will serve as a public vetting forum for the 757 Recovery & Resilience Action Plans and overall plan. All interested parties will review this work and offer comments and suggestions. The draft framework will be posted on the 757 COVID-19 Business Recovery Forum and discussion will be facilitated.
Phase VI: Implementation	Monday September 28th – Friday October 9th	Phase VI will share the final plan with all local and regional business leaders, governments, and nonprofit organizations, as well as our local military leaders.
Phase VII: Accountability and Impact	October 12th and beyond	Phase VII will begin the implementation of the action plan. Rather than disband the committees, each will take greater ownership of their respective areas in marshalling available resources and advancing partnerships to help move their industries and topic areas forward in a post-COVID world.

Committee Chair Decisions

- Finalize Roster
- Select Facilitator
- Determine 4 meeting dates – suggested dates next slides
- Other?

July 2020

June '20							August '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6							1
7	8	9	10	11	12	13	2	3	4	5	6	7	8
14	15	16	17	18	19	20	9	10	11	12	13	14	15
21	22	23	24	25	26	27	16	17	18	19	20	21	22
28	29	30					23	24	25	26	27	28	29
							30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	1	2	3 Phase 2 Creating Insights and Inspiration Ends	4
5	6 Phase 3 Formulating Action Plans Begins	7	8 4:30pm Committee Chairs Meeting 1 of 2 Zoom	9 4:30pm Committee Chairs Meeting 2 of 2 Zoom	10	11
12	13	14	15 4:30pm Committee Members Meeting 1 of 2 Zoom	16 4:30pm Committee Members Meeting 2 of 2 Zoom	17	18
19	20	21	22 4:30pm Committee Meeting 1 Date Option 1 of 2 Zoom	23 4:30pm Committee Meeting 1 Date Option 2 of 2 Zoom	24	25
26	27	28	29	30	31	1

August 2020

July '20							September '20						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4			1	2	3	4	5
5	6	7	8	9	10	11	6	7	8	9	10	11	12
12	13	14	15	16	17	18	13	14	15	16	17	18	19
19	20	21	22	23	24	25	20	21	22	23	24	25	26
26	27	28	29	30	31		27	28	29	30			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
2	3	4	5 4:30pm Committee Meeting 2 Date Option 1 of 2 Zoom	6 4:30pm Committee Meeting 2 Date Option 2 of 2 Zoom	7	8
9	10	11	12 4:30pm Committee Meeting 3 Date Option 1 of 2 Zoom	13 4:30pm Committee Meeting 3 Date Option 2 of 2 Zoom	14	15
16	17	18	19	20	21	22
23	24	25	26 4:30pm Committee Meeting 4 Date Option 1 of 2 Zoom	27 4:30pm Committee Meeting 4 Date Option 2 of 2 Zoom	28 Phase 3 Formulating Action Plans Ends	29
30	31 Phase 4 Finalizing Draft Plan Begins	Notes				

September 2020

August '20							October '20							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	
						1						1	2	3
2	3	4	5	6	7	8	4	5	6	7	8	9	10	
9	10	11	12	13	14	15	11	12	13	14	15	16	17	
16	17	18	19	20	21	22	18	19	20	21	22	23	24	
23	24	25	26	27	28	29	25	26	27	28	29	30	31	
30	31													

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31 Phase 4 Finalizing Draft Plan Begins	1	2 4:30 PM Integration Committee Meeting 1 Zoom	3	4	5
6	7	8	9 4:30 PM Integration Committee Meeting 2 Zoom	10	11 Phase 4 Finalizing Draft Plan Ends	12
13	14 Phase 5 Sharing the Draft Framework Begins	15	16	17	18	19
20	21	22	23	24	25 Phase 5 Sharing the Draft Framework Ends	26
27	28 Phase 6 Implementation Begins	29	30	1	2	3

October 2020

September '20

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

November '20

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5	6	7	8	9 Phase 6 Implementation Ends	10
11	12 Phase 7 Accountability and Impact Begins	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Discussion