

February 27, 2020

Memorandum #2020-36

TO: Hampton Roads Chief Administrative Officers

BY: Mary Bunting, Chair

RE: Hampton Roads Chief Administrative Officers Luncheon Meeting – March 4, 2020

The next luncheon meeting of the Hampton Roads Chief Administrative Officers will be held Wednesday, March 4, 2020, and will be hosted by the City of Williamsburg at the Williamsburg Lodge (Piedmont Room), 310 South England Street, Williamsburg. The meeting will begin at 11:45 AM with lunch served at 11:30 AM. The meeting agenda is attached.

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Attachments

Chief Administrative Officers:

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

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

**WEDNESDAY, MARCH 4, 2020
11:45 AM
(Lunch served beginning at 11:30 AM)**

**Williamsburg Lodge
Piedmont Room
310 South England Street
Williamsburg, VA 23185**

I. Call to Order

II. Approval of Agenda

III. Approval of Minutes

The Summary Minutes from the February 5, 2020 CAO Committee meeting are attached for the Committee's consideration and approval.

IV. Public Comment

V. Joint Land Use Study Implementation Strategies

A Joint Land Use Study (JLUS) is a cooperative planning effort conducted as a joint venture between military installations, surrounding jurisdictions, state and federal agencies and other affected stakeholders to address compatibility issues around military bases. The goal of a JLUS is to reduce potential conflicts between military installations and surrounding areas while accommodating new growth and economic development and protecting the operational missions of active military bases.

During the past several years, several JLUS planning efforts have been completed on both the Southside and the Peninsula to identify strategies and activities that can be collaboratively advanced between the community and the military to address these goals. HRPDC staff will provide some background information on these JLUS planning efforts and provide examples of land use conflicts that have been identified outside of these JLUS planning efforts. Staff will request input from the CAO Committee on potential approaches to ensure ongoing communication between community and military partners and the timely implementation of these adopted JLUS planning efforts.

VI. Recycling Discussion

The CAO Committee should hold a roundtable discussion sharing information on the status of recycling in their locality. This roundtable discussion is intended to promote information sharing among the CAOs on this topic.

VII. Budget Discussion

Each year, the CAO Committee shares information regarding the budget preparation process in their locality. CAO Committee members are asked to share information with their colleagues regarding issues such as revenue trends and employee compensation.

VIII. Other Business

IX. Adjournment

**Hampton Roads Planning District Commission (HRPDC)
Chief Administrative Officers Meeting
Summary Minutes of February 5, 2020**

The Hampton Roads Chief Administrative Officers (CAO) Committee Meeting was called to order at 11:45 AM by Mary Bunting, CAO Committee Chair and Hampton City Manager, at the Virginia Beach Convention Center located at 1000 19th Street in Virginia Beach. The following members were in attendance:

Mary Bunting	Hampton
Brent Fedors	Gloucester County
Larry Filer	Norfolk
Amanda Jarrett	Franklin
Randy Keaton	Isle of Wight County
Tom Leahy	Virginia Beach
Neil Morgan	York County
Chris Price	Chesapeake
Cynthia Rohlf	Newport News
Melissa Rollins	Surry County
Michael Stallings	Windsor
Scott Stevens	James City County
Andrew Trivette	Williamsburg
Sandy Wanner	Smithfield
Randy Wheeler	Poquoson

Others in Attendance

Erin Sutton	Virginia Beach
Doug Smith	Hampton Roads Economic Development Alliance (HREDA)
Drew Lumpkin	Senator Warner's Office
Caleb Smith	Congresswoman Elaine Luria's Office
Peter Stephenson	Virginia Municipal League
Mark Geduldig-Yatrofsky	Portsmouth Resident
Robert Crum	HRPDC/HRTPO
Keith Cannady	HRPDC
Greg Grootendorst	HRPDC
John Sadler	HRPDC

Ms. Bunting thanked everyone for their continued attendance and participation at the CAO Committee meetings and thanked Mr. Leahy and Virginia Beach for hosting today's meeting.

Approval of Agenda

Ms. Bunting asked if there were any additions or revisions to the agenda. There being none, the agenda was accepted as presented.

Public Comment Period

There were no public comments.

Emergency Management Update

Mr. Crum introduced this agenda item by noting that representatives from the Hampton Roads All Hazards Advisory Committee (AHAC) provided a briefing to the Chief Administrative Officers at their March 6, 2019 meeting on the sustainment needs of the Hampton Roads Metropolitan Medical Response System (MMRS). At the conclusion of that meeting, the CAOs requested that AHAC representatives bring forward a comprehensive regional sustainment request to provide a full picture of the various emergency management investment needs for the region. The CAOs indicated that this comprehensive picture would be needed to prioritize various needs for funding.

Mr. Crum introduced Ms. Erin Sutton, Emergency Manager from Virginia Beach, who is the current chair of the AHAC. He also introduced Mr. Michael Goldsmith, Norfolk Deputy City Manager and Mr. John Sadler, HRPDC Emergency Management Planner.

Ms. Sutton began the presentation by summarizing the presentation that AHAC representatives provided to the CAOs in March 2019. At that meeting, the CAOs were provided information on the MMRS program and its financial status and asked to consider an increase in the \$0.20 per capita with three options. At that time, the CAOs requested that AHAC look at all regional projects and needs and determine which projects should be prioritized. In response to this request, the AHAC representatives utilized Region 5 measures and gaps to determine there are three programs needing financial support.

Ms. Sutton discussed the regional collaboration that has occurred among the emergency managers. She noted that their regional vision is a plan for sustainability beyond grant dependence and to build sustainment costs into the region's budgeting process. They also hope to leverage the collective resources and purchasing power of a regional approach while continuing the assessment of capabilities and tasks, capability gaps and redundancies.

Ms. Sutton reviewed the approach used to plan for regional threats, which considers the most likely threats. She noted that the types of investments needed relate to training, equipment and resources, sustainment/maintenance and planning and other projects. Ms. Sutton proceeded to review Department of Homeland Security funding levels between 2002 and 2016, as well as allocations from the Urban Areas Security Initiative (UASI) between 2007 and 2019. She also provided a review of UASI grant spending over the past 12 years including the category the funding was allocated to support.

Ms. Sutton concluded with a proposed "Ask" for funding, noting that the AHAC representatives are requesting the following:

- A \$0.25 increase to the current Hampton Roads MMRS special assessment (currently \$0.20) This would increase the total per capita assessment to \$0.45

- Broadening the special assessment to include:
 - Interoperable Communications
 - Maritime Security Measures
 - Hampton Roads Incident Management Team

Ms. Sutton stressed that this request is not for this budget season, but would be for FY 2022. She also noted that this request will not completely support the programs, however it will provide non-grant funding to these essential programs while other funding sources are pursued.

Mr. Goldsmith also addressed the CAO Committee stressing the critical importance of these investments to the region's emergency management and response efforts.

Ms. Bunting asked for input from the CAO Committee, and the following comments were discussed by Committee members:

- What projects were funded through the UASI program and were prioritized above the needs discussed today?
- Information should be provided on the negative impacts to the community if funding is not provided to the priorities discussed today.
- Is another \$0.25 of per capita funding enough to meet our regional needs?

There was consensus that this funding request would be discussed again in the spring by the CAO Committee to begin preparations for a decision in advance of next year's budget preparation. It was also agreed that staff would distribute information to the CAO Committee in advance of this follow up discussion providing information on what items were funded with the UASI program and were prioritized above the needs discussed today. There was also agreement to begin a discussion of hurricane evacuation protocol later this spring in advance of the upcoming hurricane season.

Ms. Bunting thanked the presenters for the information provided and the CAO Committee for their discussion and insights.

Regional Branding Initiative

Mr. Crum introduced Doug Smith, President and CEO of the Hampton Roads Economic Development Alliance (Alliance). Mr. Smith began by providing background information on the reorganization of the Alliance as a regional economic development organization. He provided information on the Memorandum of Understanding that created this renewed organization, and the new funding model, governance and committee structure that has been created to support and guide the work of the Alliance.

Mr. Smith proceeded to outline the process that was used to guide the Regional Branding Initiative, which is being called Envision 2020. He reviewed the Envision 2020 website, noting that there is extensive information included on this site outlining the research, public input and committee oversight for the project.

Mr. Smith noted there are seven items he wanted to stress about the Envision 2020 effort:

1. The assignment was about how to advance the Hampton Roads market
2. Thousands participated
3. Our region is facing a huge challenge
4. Hampton Roads has never marketed itself as a unified region
5. Right now, we need a unifying pride-building campaign
6. The momentum is building
7. Regional branding is a real initiative

Mr. Smith indicated that the assignment was to understand Hampton Roads' current brand identity, brand awareness, perceptions and misperceptions. Another goal of the effort was to develop recommendations for marketing our region – positioning, communications, and naming implications, etc. He stressed that this is not a naming initiative, but a regional pride-building campaign. He proceeded to review the membership of the Project Task Force and the Community Stakeholder Group, noting that there were over 2,000 volunteer hours dedicated to this project. He also discussed 10 research reports that were completed for the project and noted that a scientifically based survey was completed with almost 3,000 respondents.

Mr. Smith stressed that there is significant competition between metropolitan regions for qualified young workers. There are also fewer young people, and we are facing an aging workforce. To compete, Hampton Roads must have an attractive and unified messaging campaign. He noted that our placemaking and place marketing must be structured to attract and retain young people. He reviewed the discoveries from the significant research that was completed for this effort. Some findings included:

- For local residents and leaders, it's hard to define what Hampton Roads is or to be emotionally connected to it
- If we launch a new name now, it may divide our region even more
- "Coastal Virginia" and "Hampton Roads" have equal but opposite support – residents prefer Hampton Roads while business leaders prefer Coastal Virginia. Support for Coastal Virginia is present along the coast, but decreases as you move westward on the Southside and to the Peninsula
- What we need now is a regional pride-building campaign

Mr. Smith noted that the market position for our region is to promote a place "Where Everyone Easily Connects to One Another, to Our Coastal Environment, Our Country and the World."

Mr. Smith noted that the "757" brand already exists today and presents an opportunity to serve as a unifying theme that connects our region and creates regional pride. He noted that

many young people have been using the 757 to describe our region for some time. He proceeded to illustrate examples of existing organizations, companies and community groups that already use the 757 as part of their efforts, and also noted that the 757 is broadly used on social media. 757 is the way many emotionally connect with the entire region. In fact, many famous people from our region often refer to the 757 as home, and the moniker is also widely used when referring to athletics.

Mr. Smith stressed that the 757 has transformed from an area code reference into a place name that many connect to with pride. He reviewed survey results which illustrate that very few people think of 757 as an area code, most think of the 757 as their home and a place that they care deeply about.

Mr. Smith indicated that next steps will include a private fund-raising campaign to develop resources that will allow the region to market the 757 brand for the region. This effort could include creating a Branding Resource Center, and engaging famous people from the 757. He stressed that the request today of the CAOs was not a financial ask. The Alliance is asking that the 17 localities help with the initial six-month launch by placing the 757 on their web sites and social media pages and to use 757 in their marketing materials. He stressed that no one needs to change their name. Hampton Roads, Coastal Virginia, locality names, etc. should still be used, but he asked that 757 be worked in as a connecting theme as we market our region. He thanked the CAO Committee for the opportunity to discuss the 757 branding initiative with the Committee.

Ms. Bunting thanked Mr. Smith for his presentation and asked the CAO Committee for comments and discussion. The following items were discussed by the CAO Committee members:

- Many people might associate with the 757 as an area code, it is important to note that Gloucester County is in the 804 area code
- There are questions on whether the 757 can be used to promote the region externally
- Agreement that the 757 is an important first step and can effectively be used as a regional pride-building symbol to pull our region together
- Agree that this brand will be very appealing to the young workforce we need to retain and attract to our region
- Pleased that no name changes are required, really more about how we better tell our story to describe our strengths and attractive characteristics to the nation and the world
- Excited that this can be a unifying theme that brings our entire region together

Economic Development Sites Inventory

Mr. Crum provided background information and an update on the regional Economic Development Sites Inventory project. He noted that the next step in this process could be a GO Virginia Grant Application requesting funding for 50% of the cost to complete due diligence to move several of our sites from Tier 1 and 2 to Tier 4 status or higher. He noted that a local match of 50% would need to be provided by localities, but that this approach could save localities costs in this effort. He noted that HRPDC staff has been working with

both the Greater Williamsburg Partnership and the Hampton Roads Economic Development Alliance and recommended that the HRPDC submit one application with sites from each organization. He indicated that this approach would demonstrate regional collaboration around this initiative.

The CAO Committee concurred with this recommendation, while noting that some localities may have the resources to proceed more time efficiently with advancing their sites without GO Virginia funding. The Committee agreed that a regional GO Virginia application through the HRPDC was the best path forward for those localities seeking GO Virginia funding.

Meeting Space on the Peninsula

Mr. Crum reviewed that at the December CAO meeting, the Executive Director and Committee discussed the potential for holding two meetings per year of the HRPDC and HRTPO Boards on the Peninsula. He thanked the Peninsula CAOs for their efforts to identify potential locations for these meetings, and reported that there were very good options identified. Mr. Crum indicated that he is recommending that the May and October meetings of the HRPDC and HRTPO be held at Christopher Newport University. He reviewed the associated costs, indicating that there would be a financial impact of about \$2,000 per meeting. He noted that the facility, AV equipment, etc. are outstanding and will meet the meeting requirements. He indicated that this is an important step to make travel and access for our Peninsula officials and residents more convenient.

The CAO Committee supported Mr. Crum's recommendation.

Adjournment

Mr. Crum noted that next month's CAO meeting will be held in Williamsburg.

There being no further business to come before the CAO Committee, the meeting was adjourned at approximately 1:40 pm.

Respectfully submitted,

Robert Crum
Recording Secretary