

757 Recovery & Resiliency Action Framework:

Target Industries Committee Action Plan

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Executive Summary

The Target Industry Committee recognizes the broad scope of addressing recovery and resiliency across the region's target sectors and has identified four "points of entry" in affecting change to certain systemic issues that have caused a historic economic inertia concerning. The committee holds that addressing vulnerabilities in talent, innovation, a marketing message, and regional target oversight will speed recovery and build in resiliency to the region's target industries. This committee, therefore, presents the recommendations to reinforce the talent pipeline, promote regional innovation, unify the regional marketing message, and ensure regional progress on initiatives affecting high growth, high-potential target industries.

The following presents strategies under each of these headers and identifies whether the recommendation is a strategy geared towards the short, mid, or long term. Recommended metrics to measure recovery and resilience of the region's target industries in each category is covered in a subsequent section. Note that recommendations in this document do not represent the individual opinions or assessments of any singular committee member or the companies/organizations which they represent, but rather is a consensus of the opinions of participating committee members, supported by prior research and individual experience. Moreover, due to the time constraints of this project, the committee advises that any of undertaken recommendations included in this document be further explored to the fullest extent necessary before implementation. See Appendix B for a one-page brief on the recommendations presented by the committee.

Target industries are identified as follows in accordance with the IBM study and subsequent guidance from regional leadership for sectors with high-growth and high-potential:

- Advanced Manufacturing – Transportation Technology
- Food & Beverage
- Science & Technology
- Distribution & Logistics
- Shared Services
- Offshore Wind (IBM-Plant Location International, n.d.)

Pandemic Impact

From March 10, 2020, when the Virginia Department of Health (VDH) announced the first two "presumptive positive" cases (Virginia Timeline, 2020), until present day, Hampton Roads' industries have moved through a progression of initial market reaction, business closures, and phased reopening in transformation towards new market norms. For Hampton Roads' industries, the status of industry employment is the defining attribute that illustrates the initial impact of the pandemic; other metrics are trailing. Job losses can be viewed through unemployment claims and labor force metrics.

The impact of job losses is exacerbated by the length of time over which this crisis has extended, as temporary unemployment transitions to permanent with minimal change in period-over-period Continued Unemployment Claims. Initial Unemployment Claims spiked 2,467% in March as 48,371 individuals filed for assistance (VEC, 2020). Since the April peak of 76,723

Initial Unemployment Claims, initial claims have declined by -28.1%. Continued Unemployment Claims peaked at 88,436 for the week of March 14 and only saw a 13% decrease to 76,811 through the week of August 1 (Bureau of Labor Statistics, et al., 2020). The Bureau of Labor Statistics (2020) Total Nonfarm employment paralleled this story, registering 85,500 job losses from March to April and only a modest recovery of 22,600 jobs through June. To put it in perspective, employment barely rose above the lowest point reached, post-Great Recession.

Current State of Industry

Major Themes

Two major themes emerge from the committee discussions of target industries. The first is that a focus on high-skill, high-wage occupations remains the most efficient path forward. The region's target industries are comprised primarily of traded industry sectors – industries who bring money into the region, rather than cycle money within, as do local-serving industries. The analysis of Michael Porter (2003) of Harvard Business School, still holds true: “Traded industries account for only about one-third of employment but register much higher wages [and] far higher rates of innovation.” The reality that COVID-19 closures caused a greater degree of employment change for local-serving industries reminds us of the importance of focusing a high-skill, high-wage focus. Losses were disproportionately felt in Leisure & Hospitality (-37.6%, April) and Retail Trade (-17%, April), where industries more densely comprised of traded sectors, such as Information (-0.29%, April) and financial activities (-1.08%) reflected minimal losses. Porter's analysis supports that impact multipliers for Traded Industries are generally higher; therefore, changes have greater effect on final demand, in terms of output, employment, and labor earnings. The bottom line is that creating traded industry jobs creates more overall jobs in the economy than creating local-serving jobs.

The second theme is captured cleanly by a statement repeated often in the committee, “Regionalism is an idea whose time is come.” The subsequent challenges and opportunities, and therefore recommendations all proceed from this idea. A regional approach is the only way forward for the Hampton Roads region. Borrowing the Hampton Roads Alliance's axiom, we recognize that, “We are stronger together.” For the region's target industries, a recovery that will have a built-in resiliency will take a regional effort.

Key Challenges and Opportunities

Key challenges identified by the committee are a historical resistance to change, the reoccurring debate on regionalism, the lack of clarity around target industries' needs and focused support, and a lack of effective placemaking. From the study of various economic analysis, Jim Spore affirmed conclusions that, “it's the region that really is the foundational building block of the economy.” The pandemic has shed light on the need for a regional stance. Therefore, a key opportunity presents itself to shelter under the umbrella of regionalism. Another key opportunity identified is to take a fresh look at our region's target industries and more deeply understand their composition. The committee also identified this time and renewed focus as an opportunity to improve workforce development, deepen the talent pipeline, and improve workforce attraction, retention & expansion efforts, and to make regional marketing more effective.

Lessons Learned

Individual agendas without respect to regional interests has founded systemic issues, such as college graduate brain drain, sizeable out migration, and lethargic employment growth. When now faced with the COVID-19 crisis, these concerns have become all the more underlined.

Future

Image of Resiliency & Recovery for Target Industries

A recovery that builds in resiliency for Hampton Roads' target industries must be a regional approach that is both holistic and dynamic. A resilient Hampton Roads is one where checks and balances exist to assure regional initiatives do not become dormant. It is one where the region is educated on regional assets and is both involved with and informed of the region's progress. This will enable organizations, businesses, and residents to become self-promoters of the region. It is one where an abundant stream of high-quality talent meets an abundant stream of high-quality opportunity here in the region. Lastly, it is one where employment lost during COVID-19 is fully recovered, a competitive employment growth trajectory is reached that is relative to MSAs of similar size, and mechanisms of cooperation are in place at a regional level to efficiently address future challenges.

New Norm, Post-COVID

The new post-COVID norm for the region's target industries will depend on a combination of when a viable vaccine is produced and how well consumer confidence rebounds. Borrowing from the 2020 Mid-Year Economic Forecast produced by Robert M. McNab and Vinod Agarwal, an optimistic scenario of a post COVID-19 environment is that a vaccine successfully reaches phase III of trials and consumer confidence is renewed (2020). This renewal will lead to a "sharp rebound in employment and production in 2021" (McNab & Agarwal, p. 30, 2020). In a pessimistic scenario, a vaccine is not widely successful and COVID-19 cases continue to surge (McNab & Agarwal, 2020). As a result, the job market will continue to decrease and "legislative delays will create havoc as extended unemployment benefits and other stimulus programs expire" (McNab & Agarwal, p. 31, 2020). A combined lack of unemployment benefits and job loss will lead to an increase in "evictions and foreclosures... as consumer finances erode" (McNab & Agarwal, p. 31, 2020). Lastly, in a "middle of the road" scenario, one success that limits the spread of COVID-19 is that, "infections ebb and flow, mortality falls as treatments improve" (McNab & Agarwal, p. 32, 2020). However, a major delay is that "anti-vaccine resistance threatens a sustained recovery in 2021" (McNab & Agarwal, p. 32, 2020).

Strategies to Address Identified Challenges

Reinforce the Talent Pipeline

COVID-19 closures, and the subsequent state of employment, present an interesting contrast on the issue of talent supply compared to the pre-existing state of the labor force. According the Hampton Roads Workforce Council (HRWC), Hampton Roads was laden by a state of full employment, and in turn, a high demand for occupations (CAEL & Avalanche, 2019a). The HRWC's 2019 Talent Alignment Strategy reports found that, "The supply of labor [was] stressed...as regional gains in employment (+30,000 jobs in five years) substantially outpaced growth in the working age population (+9,600 people)" (CAEL & Avalanche, 2019a). This coupled with anecdotal evidence from business leaders' various surveys, as well

as specific examples from the committee of hiring difficulty, have led to the following recommendations:

Short-term. Institutionalize successes of partnerships between businesses and higher education institutes. The Hampton Roads Workforce Council's (HRWC) Campus 757 initiative, born out of HRWC's 2019 Talent Alignment Strategy (See Resources A), is an outlet for this recommendation. The Talent Pipeline Implementation project with its pending GOVA grant proposal, move to raise the Campus 757 initiative. A recommended exercise, accomplishable in the short term, is to formalize and document the process by which a business can add a course to a school curriculum. This can be used in marketing materials and successes can be captured in business case scenarios for use by organizations such as HRWC, the Alliance, or the Virginia Economic Development Partnership (VEDP) at the state level for business attraction and retention & expansion purposes. Prevalent examples include the Automatic Data Processing Inc's ADP Human Capital Management Academy established at Old Dominion University's (ODU) Strome College of Business and the Virginia Ship Repair Association's partnership with Tidewater Community College (TCC). The documented process.

Mid-term. Perform a regional higher education institution program analysis with a post-COVID lens, to the end of supporting career awareness for targeted sectors. The 2019 Hampton Roads Talent Alignment Strategy found that the region possesses an abundant supply of education providers and available training but a disparity in student program demand and the needs of businesses (CAEL & Avalanche, 2019b). The study suggests, "stronger efforts in career awareness to improve alignment" (CAEL & Avalanche, 2019b). Particular attention should be given in career awareness efforts to the imperative subject of social justice. Effort should be made to remove any barriers for all demographics to have a clear, publicized, and attainable path to high-demand, high-wage employment. The HRWC is proposed to own region-level student career awareness efforts, as well as, any actionable steps or promotions to encourage students towards in-demand occupations. (Note: This is a potential function of the Campus 757 initiative).

Long-term. Create a central employer-facing platform for Hampton Roads businesses to have a single point from which to disseminate employment opportunities. The platform is envisioned to streamline talent search for regional employers by automatically connecting openings to major job platforms, employment agencies, as well as student services for suitable higher education institution programs. The platform is geared towards businesses operating within target industries to target talent; however, the platform does not have to be exclusive. The Virginia Workforce Connection is a state level example. (See Resource B).

Committee Action. One of the key imperatives for our committee is to address the relevant topic of inclusion. With this lens, the Target Industry Committee has already taken action on the front of reinforcing the target industry talent pipeline. Members of the committee have signed and submitted a joint letter of support for Hampton University's grant application for the FY 2020 Education Stabilization Fund-Reimagine Workforce Preparation (ESF-RWP) Grant Program to establish the Virginia Workforce Innovation and Entrepreneurship Center (VWIEC). Hampton University (HU) is partnering with ODU and the Virginia Workforce Development Board to address population cohorts that have been negatively affected by COVID-19 and retool and redirect to high-growth target industry sectors. As a registered minority-serving institution, ODU will also partner to provide services in the capacity of an "intermediary."

The recommendation is set forth here for ongoing support for the VWIEC project in the form of referrals to the program and support for alternative funding sources, as grant funding is

projected for 36 months of operation. Afterwards, continued operation would require alternative funding sources (i.e., GO Virginia, etc.).

The Target Industry Committee has committed to sign a recommendation in support of the Community College Workforce Cooperative (CCWC). The CCWC combines the workforce of Paul D. Camp Community College, Tidewater Community College (TCC), and Thomas Nelson Community College (TNCC) in helping to identify qualified workers for employers. The cooperative will create non-duplicative trainings programs and pre-hire programs across the community college system. The cooperative will also work to connect students with all the resources they need, such as funding and apprenticeships.

The Target Industry Committee recognizes that cooperation of this caliber is necessary to building resiliency in the region's target industries via reinforcement of the talent supply. While this committee supports this initiative, the committee recommends wider support in terms of, but not limited to, visibility in marketing and support for pending grants for funding.

Promote Regional Innovation

Short-term. Aggregate and market innovation successes, past, present, and forth coming. (i.e., NASA invented the microwave, presence of research labs, sources of tech transfer, or Wallops Island access). The goal is to create a process to tell the region's "Innovation Story."

Mid-term. Establish a regional tech transfer capitalization fund. Emphasis is to fund the gap between development and marketability. Fund administration will evaluate regional Angel investment and establish goals. Attention should be given to expand the investment community. The suggested framework is an outgrowth of 757 Angels or established by leveraging the Regional Industrial Facilities Act (RIFA).

Long-term. Unify the region's tech transfer efforts. Establish an entity that will perform functions to the end of propagating the region's various source technology available and streamlining or eliminating barriers to get to market. The entity would be tasked with unifying efforts of organizations and other entities operating in this space. The entity may also manage a regional tech transfer capitalization fund and commission feasibility analysis for funding eligibility. The entity would serve to connect existing businesses and entrepreneurs with available labs offering technologies. (A model is to hold a regional event modeled after NASA's tech transfer conference). The primary goal is to bridge the gap between available technologies and angel investors, while promoting Hampton Roads as their birthplace and continued space for expanding business. (See Resource C). Out-of-region/state participation would be supported. To promote inclusion, consideration would be given to tech by category (i.e., federal labs, colleges, and local entrepreneurs).

Unify the Regional Marketing Message

According to the Envision 2020 study, the COVID-19 pandemic will present several opportunities for the Hampton Roads region to attract and retain a growing number of next generation professionals. More people from heavily dense cities will want to relocate to less dense cities (SIR, 2020). The key insight is that companies will choose locations in pursuit of talent, and talent will more lucidly choose where they prefer to live with an accelerated growth in the distributed workforce (SIR, 2020). Prior to the pandemic, the distributed workforce growth was projected to reach 50% by 2030. In a post-COVID-19 environment, the projected distributed workforce growth will reach 50% by 2022 (SIR, 2020).

Short-term. Support and expand on recommendations/conclusions of the Envision2020 study, in support of unifying the region's marketing messages. For example, out of the study came a [Resident Positioning and Message Platform](#) and a [Business Recruitment](#)

Positioning and Message Platform. A Business Expansion Positioning and Message Platform should also be explored. This moves to continue action beyond the “757” branding.

Mid-term. Build an internally market awareness through direct marketing efforts. This aligns with keeping the region informed of progress. This is inclusive of ensuring all entities are delivering the same message about the region’s target industries (Envision 2020 conclusions).

Long-term. Resource the Alliance as the region’s regional marketing organizations. The Alliance holds regional responsibilities for business attraction, and most recently, business expansion and retention. To resource is not only financially support by advocating for more private sector investors through referrals and recommendations, but also includes in providing inputs to collateral material, such as testimonials of success in operating in Hampton Roads (i.e. Help tell the “Innovation Story”).

Ensure Regional Progress of Target Industries

This committee makes the following recommendations to address a historic lack of clarity around target industries’ needs and a lack of focused support, the following:

Short term. Stand up (and support) committees around each target industry sector. This recommendation comes with the strong advice that attention should be given to what each member’s company gets out of their participation. What will be the reported ROI? Industry committees should feed into the organization of the Target Industry Conference.

Similar to how next generation leaders were involved in this process, committees should involve members of young professional organizations (i.e. Thrive and the Emerging Leaders Society).

Mid-term. Establish an annual Target Industry Conference which will report on regional progress and act as a final output venue to bring together work performed by individual committees around target industries. The conference would be organized by the Alliance and ODU’s Strome College of Business in conjunction with the Southside and Peninsula Chambers in a similar fashion to the State of the Region events. The conference is projected to be held during the late spring or early summer and would present industry metrics and discuss of ongoing activities within the region’s target sectors. The conference would accomplish several objectives:

- Report progress on in-progress initiatives directly affecting Target Industries. Potential topics include workforce, marketing efforts, activity revenue sharing programs (i.e., RIFA) or cross-locality projects such as the regional fiber ring.
- Report metrics: i.e. employment change, win/loss stats for attraction and expansion projects, project jobs, CapX, and impact. Provide an implied incentive for regular development of action plans for presentation at the conference.
- Create dialog between talent development and industry leaders to ensure talent pipelines are in alignment with market demand (This is proposed to exist as breakout sessions at the from the Target Industry Conference).
- Support attraction, retention, and expansion activities within the key industry clusters.

Mid-term. Resource regional organizations. As mentioned in the preceding section, resource extends to financial as well as active participation.

Long-term. Form a regional oversight committee. Member composition of the committee must represent the diversity of the localities for which the committee oversees and be inclusive in its actions. Similar to that of the Comprehensive Economic Development Strategy (CEDs) process, the regional oversight committee would evaluate regional action plans and initiatives for completed, in progress, irrelevant, or dormant recommendations. A member of the Target Industries Committee is recommended to sit on the CEDS review committee.

The regional oversight committee would be tasked with commission in ongoing assessment of the region's target industries (i.e., an update to the IBM study), understanding, progress of regional initiatives, corroborate on initiative ownership. The committee would report out the status of active initiatives, thereby incentivizing progression. The committee can feasibly operate as or in parallel with the review mechanisms established by the CEDS. The evaluation framework identified by CEDS focuses on performance measures that assess the progress of an organization's activity in achieving its "vision, goals and objectives" (U.S. Economic Development Administration, para. 2). It also assesses the activity's timeline and SWOT analysis (U.S. Economic Development Administration, n.d.,).

Metrics

Note that metrics have been generated or can be by ODU Strome College of Business.

I. Reinforce the talent pipeline

- students from outside region: SCHEV
- # of partnerships

II. Promote regional innovations

- Angel investment
- Patents

III. Unify the regional marketing message

- Probe national orgs for marketing metrics

IV. Ensure Regional Progress on TI initiatives

- Annual Report Generated

Imagery



[Photograph of Distribution and Logistics].

(n.d.). <https://www.lloydsmaritimeacademy.com/event/Certificate-in-Logistics-Management-online-course/user>



[Photograph of Business and Shared Services]. (n.d.)
<https://www.axioncontact.com/blog/>



[Photograph of Advanced Manufacturing]. (n.d.)
http://engineering.buffalo.edu/industrial-systems/research/research_themes/AdvancedManufacturingAndSustainableManufacturingDesign.html



[Photograph of Food and Beverage Processing]. (n.d.).

<https://diversey.com/en/blog/preservative-resistant-yeasts-beverage-processing>



[Photograph of Information Technology]. (n.d.).

<https://www.exponent.com/services/industries/electronics-information-technology-security/?serviceId=2e7f9b46-54a3-47ed-8984-0fc9ea47a154&loadAllByPageSize=true&knowledgePageSize=3&knowledgePageNum=0&newseventPageSize=3&newseventPageNum=0&professionalsPageNum=1>



[Photograph of Shipbuilding and Repair]. (n.d.).
<https://artsology.com/the-arts%20adventurer/newport-news-shipyard.php>

Resources

Resource A: 2019 Talent Alignment Strategy

- [Report 1: Workforce Analysis: http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-1-Workforce-Analysis-6-20-19.pdf](http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-1-Workforce-Analysis-6-20-19.pdf)
- [Report 2: Gap Analysis: http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-2-Gap-Analysis-6-20-19.pdf](http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-2-Gap-Analysis-6-20-19.pdf)
- [Report 2: Gap Analysis Appendix: http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-2-Gap-Analysis-APPENDIX-6-20-19.pdf](http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-2-Gap-Analysis-APPENDIX-6-20-19.pdf)
- [Report 3: Talent Alignment Strategy: http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-3-Talent-Alignment-Strategy-6-20-19.pdf](http://www.vcwhamptonroads.org/wp-content/uploads/2019/06/Hampton-Roads-Report-3-Talent-Alignment-Strategy-6-20-19.pdf)
- [Campus 757: http://www.vcwhamptonroads.org/wp-content/uploads/2020/05/Campus757-Overview.pdf](http://www.vcwhamptonroads.org/wp-content/uploads/2020/05/Campus757-Overview.pdf)

Resource B: [Virginia Workforce Connection](https://www.vawc.virginia.gov/vosnet/Default.aspx#)

<https://www.vawc.virginia.gov/vosnet/Default.aspx#>

Resource C: Tech Transfer Resources

Example / Model - <https://www.thecenterforadvancinginnovation.org>

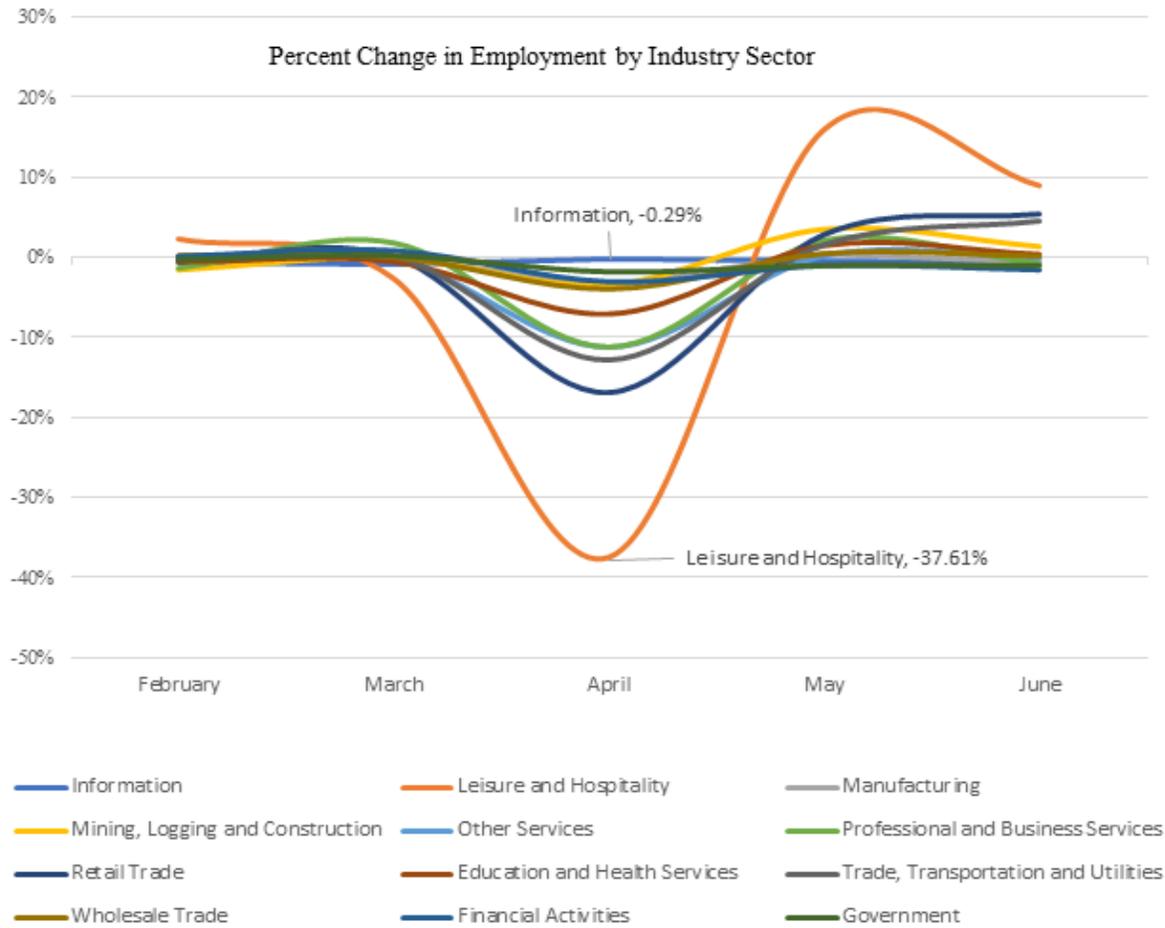
Federal Lab Consortium (FLC) - <https://federallabs.org/regions/mid-atlantic/labs>

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Appendix

Appendix A: Disproportionate COVID-19 Closure Industry Employment Impact



Source: Hampton Roads Alliance, August 2020; U.S. Bureau of Labor Statistics, All Employees: Information in Virginia Beach-Norfolk-Newport News, VA-NC (MSA) [VIRG251INFO], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/VIRG251INFO>, Jul 2020

Appendix B: Target Industries Committee Recommendations Brief

I. Reinforce the Talent Pipeline

- **Short-term.** Institutionalize successes of partnerships between businesses and higher education institutes (i.e., The Hampton Roads Workforce Council's (HRWC) Campus 757 initiative).
- **Short-term.** Formalize and document the process by which a business can add a course to a school curriculum. (i.e., ADP Human Capital Management Academy established at Old Dominion University's (ODU) Strome College of Business).
- **Mid-term.** Perform a regional higher education institution program analysis with a post-COVID lens, to the end of supporting career awareness for targeted sectors.
- **Long-term.** Create a central employer-facing platform for Hampton Roads businesses to have a single point from which to disseminate employment opportunities.

Committee Action

- The Target Industries Committee supports the Hampton University (HU) and Old Dominion University (ODU) Virginia Workforce Innovation and Entrepreneurship Center (VWIEC) grant program.
- The committee also supports the Community College Workforce Cooperative (CCWC).

II. Promote Regional Innovation

- **Short-term.** Aggregate and market innovation successes, past, present, and forthcoming (i.e., presence of research labs, sources of tech transfer).
- **Mid-term.** Establish a regional tech transfer capitalization fund. Emphasis is to fund the gap between development and marketability.
- **Long-term.** Unify the region's tech transfer efforts.
 - Establish an entity that will perform functions to the end of propagating the region's various source technology and streamlining or eliminating barriers to get to market.

III. Unify the Regional Marketing Message

- **Short-term.** Support and expand on recommendations/conclusions of the Envision2020 study, in support of unifying the region's marketing messages (i.e., a [Resident Positioning and Message Platform](#) and a [Business Recruitment Positioning and Message Platform](#)).
- **Mid-term.** Build an internally market awareness through direct marketing efforts.
- **Long-term.** Resource the Alliance as the region's regional marketing organizations.

IV. Ensure Regional Progress of Target Industries

- **Short-term.** Stand up (and support) committees around each target industry sector.
- **Mid-term.** Establish an annual Target Industry Conference that would act as a final output venue to bring together work performed by individual committees around target industries.
- **Mid-term.** Resource regional organizations, financially and gain their participation.
- **Long-term.** Form a regional oversight committee that would evaluate regional action plans and initiatives for completed, in progress, irrelevant, or dormant recommendations.