

**HAMPTON ROADS PARTNERSHIP
OPERATIONAL REVIEW
FOR THE PERIOD JULY 1, 1998 TO DECEMBER 31, 2003**

- I. Value of Hampton Roads Partnership
 - A. Legitimacy and respect due to composition of the board of directors.
 - B. Ability to access decision-makers.
 - C. Ability to bring individuals/groups together to address key Hampton Roads issues.
 - D. Positive record of serving as the focal point for important regional efforts.
 - E. Only organization in Hampton Roads that concentrates on the strategic issues.

- II. What has the Hampton Roads Partnership done well?
 - A. Researched and prepared position papers, briefing books and appropriate summary pieces. Significant staff time.
 - 1. Better Transportation in Hampton Roads.
 - 2. Transportation Challenges and Opportunities – Report To The Community Of Hampton Roads.
 - 3. Technology Based Economic Development In The Commonwealth and Hampton Roads.
 - 4. Federal Government’s Role In Building The Greater Capital Region’s (Northern Virginia) Technology Presence.
 - 5. Two Divergent Approaches To Building Technology Based Economic Development Through Increased Academic Research and Development.
 - 6. The Hampton Roads Research Partnership Cluster Accelerator.
 - 7. Hampton Roads Research Institute Business Plan.

8. Hampton Roads Research Institute: Meeting Regional and State Goals for Technology Based Economic Development.
9. Hampton Roads Workforce Development Initiative.
10. A Strategy For Workforce Development In Hampton Roads.
11. Hampton Roads Workforce Development Board – Creating a Strategic Plan, Overall Influencing Factors To Consider.
12. Key Points in Considering the Merger of the Two Hampton Roads Workforce Investment Act Boards.
13. What is Regionalism?
14. Conditions and Needs of Virginia’s Cities.
15. Various pieces on state/locality relationship.
16. Major League Baseball – Items For Consideration.
17. Benefits of Preserving Open Space.
18. Hampton Roads Quality of Life Survey.

B. Obtained subject matter expertise through work of consultants. Significant staff time.

1. Better Transportation, A Foundation For A Hampton Roads Region That Works In The 21st Century.
2. Public Polling - Regional Transportation Survey.
3. Hampton Roads Network Access Point Study.
4. Research Triangle Institute, Technology Commercialization Analysis.
5. Research Triangle Institute, Gap Analysis.
6. Marine Science As a Catalyst to Regional Technology Based Economic Development.
7. Modeling and Simulation Industry Study.

8. Route 199 Crossroads Development Study.
9. Overview of Economic Development Structure and Programs for Virginia and Hampton Roads.
10. ERISS Labor Market Study.
11. High Stakes Accountability: Skills Certification In The New Economy.
12. Career and Technical Education in Hampton Roads' High Schools.
13. Hampton Roads Partnership Career and Technical Education Opportunities.
14. National Standards for Career and Technical Education/Workforce Readiness Skills/Middle School Career Skills Curriculum.
15. Public Polling – Attitudes Toward Regionalism.
16. Virginia Marine Science Museum Phase III Expansion Economic Impact Study.
17. Professional Sports Market Analysis.
18. Major League Baseball Stadium Feasibility Study.
19. Professional Sports Corporate Market Analysis.
20. Arena Naming Rights Engagement.
21. Hampton Roads Tourist Guide Signage Study.
22. Major Art Exhibit Study.
23. Regional Maritime Festival Study.
24. Icon Attraction Study.
25. St. Juliens Creek Naval Annex Conversion to Private Use Study.
26. Horrow Sports Ventures – Metropolitan Area Project Study (MAPS).
27. Public Polling – Preliminary MAPS Study.

- C. Used its ability to identify and bring large groups of people together to address key issues. Significant staff time.
1. Transportation advocacy group – 24 Hampton Roads leadership organizations.
 2. Hampton Roads Research Partnership – President/Director designee from the eight colleges and universities and the two federal laboratories.
 3. Representatives of the Hampton Roads Research Partnership to prepare business plan for the Hampton Roads Research Institute.
 4. Chief Administrative Officer's designee from all Hampton Roads communities to identify projects for MAPS initiative.
 5. Economic development department representatives from each locality to discuss scope of consultant's engagement, Overview of Economic Development Structure and Programs for Virginia and Hampton Roads.
 6. Regional mayors, chief administrative officers, information technology directors, and economic development directors to discuss regional e-government and establishing a regional portal.
 7. Facilitation of the formation of Envest Ventures I (venture capital fund).
 8. South/Western Hampton Roads Ad Hoc Committee to prepare workforce development initiative.
 9. Mayors and Chairs of South/Western Hampton Roads to determine direction and appoint board for workforce development initiative.
 10. Representatives from the Peninsula and South/Western Hampton Roads to undertake merging the region's two workforce development efforts.
 11. Hampton Roads school superintendents to discuss career and technical education.
 12. Tourism professionals from Virginia Beach, Williamsburg, Norfolk and Hampton to pursue a tourism icon.

13. Tourism professionals throughout Hampton Roads to discuss elements needed for a regional tourism website (www.visithamptonroads.com).
 14. Representatives from Virginia Tourism Corporation, Virginia Information Providers Network and cities of Virginia Beach, Williamsburg, Norfolk and Hampton to develop regional tourism website.
 15. CAO designee from all Hampton Roads communities to assist in new strategic planning process.
- D. Focused on establishing relationships and leveraging resources. Less staff time.
1. Commonwealth Transportation Alliance.
 2. Virginia High Speed Rail Development Committee.
 3. Hampton Roads High Speed Rail Coalition.
 4. Virginians For Transportation Solutions.
 5. Hampton Roads Technology Council.
 6. Hampton Roads Technology Incubator.
 7. SMART Region Hampton Roads.
 8. NASA Langley Support Team.
 9. Center for Applied Marine Science and Technology.
 10. Crossroads Steering Committee.
 11. Hampton Roads Maritime Association (Port Ombudsman).
 12. Elizabeth River Project "River Stars Program."
 13. Square One.
 14. Hampton Roads Community Learning Center Network.
 15. Paul D. Camp Community College Workforce Training Center.

16. ODU IT Pro Initiative.
17. Peninsula Alliance for Economic Development.
18. Opportunity, Inc.
19. ODU Regionalism Studies Institute.
20. Education efforts – WHRO-TV Program – Hampton Roads, Inc. and Dr. Ted Hershberg for luncheon forum.
21. Alliance for Regional Stewardship.
22. Regional Amateur Sports Council.
23. Art of Glass.
24. Virginia Arts Festival.
25. OpSail 2000.
26. Virginia Air & Space Museum/Aviation World's Fair.
27. Center for Public/Private Partnership (Military Partnering).

E. Identified and worked closely with issue champions. Significant staff time.

1. Jim Spore – South/Western Hampton Roads workforce development.
2. Steven Staples – Career and technical education for all Hampton Roads' school divisions.
3. Marty Williams – Transportation.
4. Paul Fraim – Major league sports.

F. Kept “eye on the ball” and delivered consistent message. Significant staff time.

1. Strategic plan was adopted in 1999 after an extensive process. It was modified in 2001 as the result of a full day board retreat.

2. Progress reports have been communicated to the Executive Committee and Board on a regular basis.
3. All of our actions and communication are centered on the strategies contained in the plan.

III. What have been the lessons learned?

- A. A broad coalition of support for a particular issue can be created if we are well prepared and have established a strong foundation.
- B. We have obtained good results in the expenditure of our funds when we have had a clear idea as to what we were trying to achieve versus relying on others to help define the objective.
- C. The value of champions cannot be underestimated. Somebody must make it happen.