

BOARD OF DIRECTORS
MEETING MINUTES BOARD RETREAT
SEPTEMBER 15, 2021

A retreat of the Hampton Roads Workforce Council Board of Directors was held from 9:00 a.m. – 1:00 p.m. on September 15, 2021, at the Hampton Convention Center, Hampton. Members were welcomed by Chairman, Dr. John Olson. See Attachment 1 for list of attendees.

Mr. Shawn Avery, President and CEO expressed his appreciation for everyone attending the retreat. He said the retreat would be facilitated by SIR Consultants, Mr. John Martin and Ms. Cathy Lewis. Mr. Avery recognized Mr. Martin.

Mr. Martin expressed his gratitude for today's attendees. He introduced Ms. Lewis who would also be presenting today. He reviewed the retreat agenda:

- Build Support and Trust in the Merger
- Build the New Culture at the Hampton Roads Workforce Council
- Build Key Messaging and Branding
- Build a Diversity, Equity, and Inclusion Culture
- Build a Unified Strategic Plan
- Conclude with Lunch

BUILD SUPPORT AND TRUST IN THE MERGER:

Mr. Martin said Hampton Roads Workforce Council (HRWC) has a lot to celebrate and offered congratulations on merging during a national pandemic. He reviewed base level satisfaction score of 5.8 which leaves room for improvement. A third of the employees said they are waiting to see how the merger unfolds. He said that HRWC's community focus may be the organization's great asset.

Mr. Martin said one issue that was revealed centered around human resource issues. He said that at the second staff retreat, Mr. Avery announced that the Human Resource Coordinator position would soon be advertised. Mr. Martin said the more the merger enhances HRWC's ability to deliver an even greater community impact the more support for the merger and employee satisfaction and referral will grow.

A Board Member questioned if the trust and support had been asked of the Business Community. Mr. Martin said that there were plans to conduct a survey in a few months. Mr. Martin requested any questions, there being none, he recognized Ms. Lewis for the next topic.

BUILD THE NEW CULTURE AT THE HAMPTON ROADS WORKFORCE COUNCIL:

Ms. Lewis reviewed values stating that "vision" is where we want to be while "mission" is what we do and "values" are what we believe in. She explained that staff were taken through 5 key inputs which resulted in arriving at the organization's values. She provided an explanation of the information that was collected from employees that resulted in a total score of 60.34 of 100 traits of a winning company. Twelve words were selected by HRWC staff as values that stand out: communication, transparent, integrity, supportive, compassionate, patient, resourceful, flexible, innovative, collaborative, empowering, and transformative.

BUILD KEY MESSAGING AND BRANDING:

Ms. Lewis stated that the Board Members can assist with building HRWC's key message by taking the 12 words the staff developed and select four to become unifying words. Board Members were asked to complete a handout as a team. Each team shared their selection of unifying words.

Ms. Lewis reviewed an example of a brand strategy map for the Hampton Roads Chamber as shown at Attachment 2. Ms. Lewis reviewed several examples of purpose statements. She requested that members use the handout to suggest a purpose statement, mission statement, vision statement, brand promise and value proposition.

Next, a break took place and a group photo of Board Members was taken.

Ms. Lewis requested that Members share their suggestions for the working messaging; several shared their ideas.

Mr. Martin reviewed the 12 brand archetypes. He said from the staff's perspective there was a tie between "The Creator and "The Hero." Board members were requested to vote for one in order to break the tie. Members selected "The Creator."

Mr. Martin reviewed examples of a branded house that included branded house vs. house brands, i.e. Hampton Roads Workforce Council vs. its programs (Virginia Career Works, NextGen, Veteran Centers, etc.). He requested that members consider if they would like to brand each of the Council's program logos to be similar or maintain current logos. He gave an example of similar branding by simply placing a circle around each logo. There was much discussion regarding HRWC's logos. Some of the comments included:

- A Board member expressed that he believes it is important that individuals know where to go for different programs offered by HRWC.
- Another member said it was important to keep it simple with HRWC and its programs.
- Others expressed the importance of HRWC at the top realizing the programs under their umbrella.

A question was asked what would cause a consumer to realize what a logo represents; a logo needs to be bold, daring, and positive. What is visually going to cause an individual to move towards the HRWC. Another member pointed out that many people are in transition and that we cannot emphasize enough that our region should have a trained workforce that will bring businesses to the region.

Another member commented that all the Council's logos are action oriented and must complement the overall brand.

It was suggested to keep in mind when thinking about a "house of brands" that when in the workforce that you are entering through one of the Council's logos. The CLEO Communities are aware of the HRWC logos and they think how we are set up now is best.

It was pointed out that a brand should catch your attention in less than 60 seconds or the mind wanders. The emotional attachment to pictures is that when you see it with your eyes, what will drive you to go to HRWC. We need to consider the people we are trying to attract and how they perceive their future. How do they see themselves? Should we include images of occupations?

BUILD A DIVERSIFIED, EQUITABLE AND INCLUSIVE (DE&I) CULTURE:

Mr. Martin said that they believe in diversity, equity and inclusion. He reviewed SIR's "BELONG" Score. HRWC's BELONG score from staff is 60% out of 100% which leaves room to grow. A recent census indicates that in 2045 the minority will become the majority. He said that the Council should move to being a "big tent" organization. He reviewed the ten components to becoming a DE&I agency.

Members offered the following comments:

- The DE&I statement should be included in our purpose;
- Often people with disabilities are left out of DE&I statements and requested that we include them;
- Requested that we include people of all races;
- Develop a definitive action plan to address DE&I, and
- We should ensure that our communication strategy be inclusive.

BUILD A UNIFIED STRATEGIC PLAN:

Mr. Martin said that we need to work on HRWC's strategy and that it should include the entire membership of the BOD. He said there is a short document that members should read; 757 Resiliency Report which may be found online at <https://framework.hamptonroadsalliance.com/executive-summary/>

A member suggested that HRWC needs a regional plan that regional organizations come under to benefit all.

Mr. Martin requested that members review HRWC's two year plan; specifically view the workforce column.

Mr. Martin requested that members complete the Stakeholder Survey that SIR will email to members in October. Mr. Martin requested members' input regarding other groups that should be included in the Stakeholder Survey. Members responses included:

- Job seekers/workers, including students
- Military and veterans outside of federal agencies
- Add faith-based community
- Civic groups, i.e. neighborhood watch
- Growth industries, i.e. renewable energy
- Providers of programs
- Small businesses that are expanding
- Include nonprofit industry
- Corrections facilities, i.e. reentry assistance for ex-felons
- Immigrants

Mr. Martin expressed his appreciation to each attendee and requested that Members read the 757 Resiliency Report. Mr. Avery made announcements.

Dr. Olson thanked everyone for their time. He said we are creating a plan and that it will only be as good as the work we put into it.

Box lunches were available. There being no further business, the retreat ended at 1:00 p.m.

Respectfully Submitted,



Shawn Avery
President and CEO

Attachments

**HAMPTON ROADS WORKFORCE COUNCIL BOARD OF DIRECTORS
MEETING MINUTES BOARD RETREAT
SEPTEMBER 15, 2021
ATTENDANCE RECORD**

BOARD MEMBERS PRESENT

Dr. Keisha Anderson	Newport News Shipbuilding
Dr. Towuanna Porter Bannon	Thomas Nelson Community College
Brad Barnes	Ferguson Enterprises
Mike Briley	Virginia Peninsula Central Labor Council
Rhonda Bunn	Canon Virginia Inc.
Hosey Burgess	Virginia Employment Commission
Carrie Chi	1st Advantage Federal Credit Union
Jeffrey Clemons	The PNC Financial Services
Dr. Larry Dotolo	VA Tidewater Consortium for Higher Ed.
Dr. Johnny Garcia	SimIS, Inc.
Greg Garrett	Garrett Realty Partners
Stephanie Gorham	VOLUNTEER Hampton Roads
Alice Graham	Region 20 Adult Education
Kasia Grzelkowski	VersAbility Resources
Dudley Harris	Bay Electric Co., Inc.
Howard Hoege, III	Mariners' Museum
Andy Jaeckle	STIHL, Incorporated
L'Tanya Johnson	Cost Plus World Market
Mark Johnson	Truist Bank
Dr. Corey McCray	Camp Community College
Robert McKenna	Virginia Peninsula Chamber of Commerce
John Meyer	SynEnergy Inc.
Delceno Miles	The Miles Agency
Dr. John Olson	ECPI University
Thom Prevette	Bon Secours Health System
Casey Roberts	New Horizons Regional Education Centers
Becky C. Sawyer	Sentara Healthcare
Doug Smith	Hampton Roads Alliance
Bryan Stephens	Hampton Roads Chamber
Chris Stuart	Top Guard Security
Cathie Vick	
Barbara Watson	James City County Department of Social Services
Guenter Weissenseel	IMS Gear Virginia Inc.
Edith White	Hampton Roads Community Action Program

BOARD MEMBERS ABSENT

Taylor Adams	City of Virginia Beach Economic Development
Vonya Alleyne	Cox Communications Virginia
Terry Banz	Greater Williamsburg Business Council
Joseph C. Barto, III	TMG
Thomas Calhoun	Norfolk Federation of Teachers
Ellis Cofield, Jr.	Cofield's Locksmith, LLC
Dr. Kermit Crawford	Hampton University
William W. Crow	Virginia Ship Repair Association
Jesse Goodrich	Riverside Health System

BOARD MEMBERS ABSENT - Continued

Shannon Kane	EWR Management
Dr. Ruth Jones Nichols	Foodbank of S. E. Virginia & Eastern Shore
Josie Pearson	Science Systems and Applications, Inc.
Kimberly Shepard	Virginia Department for Aging and Rehabilitative Services
Kevin Will	Boys & Girls Club of Southeast Virginia
Chas Wright	TowneBank

CHIEF LOCAL ELECTED OFFICIALS (CLEO's) REPRESENTATIVES PRESENT

The Honorable Robert M. Dyer	City of Virginia Beach
The Honorable Christopher Cornwell, Sr.	Southampton County
The Honorable Shannon Glover	City of Portsmouth
The Honorable James Gray	City of Hampton
The Honorable Linwood Johnson	City of Franklin
The Honorable Mamie Johnson	City of Norfolk
The Honorable Ted Maslin	City of Williamsburg
The Honorable Sheila Noll	County of York
The Honorable Tina Vick	City of Newport News

CHIEF LOCAL ELECTED OFFICIALS (CLEO's) REPRESENTATIVES ABSENT

The Honorable Joel Acree	Isle of Wight County
The Honorable Donald Goldberg	City of Suffolk
Honorable Herbert Green, Jr.	Poquoson City Council
Honorable John McGlennon	James City County
Honorable Robert Orth	Gloucester County
The Honorable Rick West	City of Chesapeake

STAFF

Shawn Avery	President and CEO
Rita Bond	Office Manager, Peninsula
Christina Brooks	Senior Director, NextGen and Special Projects
Gary Butler	Chief Administration Officer
Bill Coley	Operations Officer
Steve Cook	Chief Innovation Officer
Loretta Earl	Office Manager, Southside
Cathy Ellis	Director, Executive Support
Allie Howe	Director of Grants and Corporate Stewardship

GUESTS

Cathy Lewis	SIR Consultants
John Martin	SIR Consultants
Kelli Webb	The KBD Group, LLC

Hampton Roads Chamber Brand Strategy Map

RESEARCH-INSPIRED INSIGHTS INTO WHAT YOUR BRAND MEANS TODAY

YOUR ROADMAP TO AN EVEN STRONGER BRAND IDENTITY TOMORROW

BRAND TRUTHS

The Chamber's guiding foundational tenets of belief are its purpose, values, mission, and vision.

- **PURPOSE (Why the Chamber exists)**
We help Hampton Roads' businesses thrive.
- **VALUES (How the Chamber operates)**
 - Integrity
 - Inclusivity
 - Selfless Service
 - Bold Leadership
 - Commitment to Excellence

MISSION (What we do)

The Hampton Roads Chamber Means Business. We are the premier pro-business organization serving as an Impactful Advocate, Powerful Economic Partner, Inspiring Ignitor, and Regional Collaborator setting the conditions for businesses to succeed.

VISION (Where we are headed)

The Hampton Roads Chamber is building the best climate for business to thrive in the mid-Atlantic.

CURRENT PERCEPTIONS

What comes to mind when your stakeholders hear Hampton Roads Chamber:



BRAND PERSONALITY

The set of human, emotionally resonant traits that help members relate to you and the experiences you deliver:

YOUR CELEBRITY STAND-IN:

"Tom Hanks exemplifies a modern expression of America's core values — duty, service, honor, commitment, loyalty, community, growth, grit, and equity. Hanks is the hero in all of us. **The Hampton Roads Chamber is the hero for the businesses of the 757.**"



Q.8: If the Chamber were a celebrity, who would it be? Why?

BRAND ARCHETYPE

There are 12 classic archetypes. These cover the spectrum, from those that convey comfort to those that create excitement. Each spurs a deep emotional connection with a target market.

<https://www.thehartford.com/qualities-in-marketing/brand-archetypes/brand-archetype>

Based on SIR's research, the Hampton Roads Chamber is:

THE HERO (Champion)

- **Goal:** Help to improve the community and the world.
- **Traits:** Courageous, bold, honorable, strong, confident, inspirational
- **Marketing niche:** Make a positive mark on the community/world; solve major problems and/or enable others to do so

MEMBER EXPECTATIONS

- Advocate as the voice of business at the local, regional, state and federal levels.
- Build a positive brand for the region.
- Provide connections that enable Chamber members to move the region forward.

GROWTH OPPORTUNITIES

- Our members are very supportive, but there is room to more widely engage our members and the entire business community.
- The Chamber may have an opportunity to connect people to help advance the regional brand.

H A M P T O N R O A D S

CHAMBER

Means Business

Hampton Roads Chamber Brand Strategy Map (cont'd)

BRAND IMPERATIVE

The Hampton Roads Chamber brand identity faces no glaring holes or weaknesses to shore up. Your members value what you bring to the table from a service standpoint and appreciate your advocacy. That said, the Chamber has an opportunity to strengthen its relationship with members and bring more stakeholders into the fold through an integrated brand strategy that reinforces how people already feel about you, opens new eyes to all you can deliver, and brings your organization to life through a seamless communications platform and brand identity.

BRAND ARCHETYPE: THE HERO

The personality you want to reflect and reinforce:

- Now is the time to lean into our HERO reputation and position the Chamber as a leading influencer and architect in our regional growth to **build the best climate for business to thrive in the mid-Atlantic.**
- As the voice of the Hampton Roads business community, we **advocate for business and connect all** who make our region the best place to live, work, play, and learn.

BRAND VALUE PROPOSITION

What you deliver as a sustained competitive advantage:

- We strengthen Hampton Roads by helping businesses grow, creating connections that move our region forward, and influencing policy decisions that drive lasting, equitable growth.

BRAND POSITIONING

Your relevant, believable, and differentiating position relative to alternatives:

- We are THE unmatched network and resource for the Hampton Roads business community, working to educate, **connect**, and advocate for business to build a stronger tomorrow.

REASONS TO BELIEVE Why Chamber members believe your brand archetype, promise, value proposition, and positioning:

- 1. We advocate for a pro-business environment.**
 - Pursue pro-business legislative agendas at the local, regional, state and federal levels
 - Support pro-business candidates
 - Host legislative receptions
- 2. We help build a positive regional brand.**
 - Celebrate local businesses
 - Collaborate with the region's leading business, nonprofit, and workforce organizations
 - Promote the entire region through state and national relationships
 - Help plan and support the region's national branding initiative
- 3. We work on community issues that affect the 757 business community.**
 - 757 Recovery & Resilience Action Framework
 - State of the Cities/Region
 - Member education and relevant programs and events
- 4. We support small business.**
 - Small Business Development Center
 - Free consultation
 - Designated funding grants
 - Provide information and education
- 5. We connect members.**
 - thrive Young Professionals program
 - Lead 757
 - Networking events
 - Educational programs

BRAND INTERFACE The type of interaction and communications your stakeholders prefer:

- **EVENTS**
Members find greatest value in Chamber-sponsored events (both networking and informational), as well as legislative receptions.
- **COMMUNICATIONS**
Members find greatest value in receiving regional business news, Impactful Advocate, general member news and calendar updates
- **CHANNEL & FREQUENCY**
Most members currently keep in touch through email and would prefer it to stay that way. Most are satisfied with the frequency of communications.

BRAND IDENTITY

The look and feel of your organization and communications platform:

- **THE Voice of Business**
Advocate for the region
- **Resource for business success**
- **Collaborative connector to advance the region**

