



ALLIES IN ECONOMIC DEVELOPMENT

**HAMPTON ROADS ALLIANCE
2023 ANNUAL REPORT**



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WELCOME

The core mission of the Hampton Roads Alliance is to grow the economic base of our region by encouraging traded sector job creation and capital investment. 2023 has proven to be an exceptional year in the evolution of the Alliance as **we announced 13 new projects that will create 2,860 direct new jobs and \$625 million in capital investment**. Representing our best results in the past 25 years, this achievement is clearly a sign that the new, expanded mission of the Alliance is paying significant dividends. This vitally important work can only be accomplished with the support of our partners and investors, both public and private. In 2023, we kicked off our **Five-Year Allies in Economic Development Capital Campaign expecting to raise between \$8 and \$10M of private funding** to match the commitments from our 14 localities. We are committed to supporting the creation of at least 7,000 direct new jobs in Hampton Roads by the end of 2027, which in turn will create thousands of indirect jobs and nearly \$730 million in annual consumer expenditures. During the campaign we highlighted our 3 major strategies for to meet these goals:

1) Building a world-class regional economic development ecosystem

Building a world-class regional economic development ecosystem among the 14 localities and over 110 economic development professionals in Hampton Roads creates the structure needed to foster economic growth. The projects announced this year are a sign of success, and the Alliance will continue to build the ecosystem by pursuing business development in a targeted, data-based fashion to guide our lead generation strategy and schedule. Integrated regional intelligence is also key, and our Business Intelligence team is leading the way to position ourselves as a main source of research and real estate assistance, having provided more than 140 assists for our public and private partners throughout 2023.

2) Investing in our sites and people

The region cannot attract new business or retain expanding companies without business-ready sites. In fact, VEDP highlighted a lack of ready sites as the main reason Virginia lost projects over the past few years. The Alliance is tackling this issue head-on. In our first year serving as the staff for the Eastern Virginia Regional Industrial Facility Authority (EVRIFA), the Alliance team performed in-depth research on existing sites, including the EVRIFA-owned Kings Creek Commerce Center in York County, and worked with experts from KPMG and Grella Partnership Strategies to determine which other sites may be best positioned to win projects. **The EVRIFA is the perfect entity to pursue regional site readiness, as localities can invest across municipal boundaries, position better sites much faster, and share in the revenues associated with project wins.**

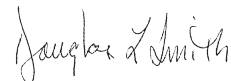
Our regional economy also cannot grow without a vibrant and well-trained workforce making investing in our region's talent critical for future success. In July, the Alliance led a delegation which consisted of more than 20 regional leaders including presidents of various educational institutions, mayors, and business executives from Hampton Roads to Stuttgart, Germany, to study their famed apprenticeship and dual-track Vocational Education and Training (VET) program; as a result, an Memorandum of Understanding (MOU) is in place and plans are underway to create similar opportunities here in Hampton Roads.

3) Strengthening our region's economic resiliency

A prosperous region must also be resilient, primed to attract and nurture emerging industries which, in turn, attracts and retains a diverse array of talent. The lifeblood of any economy is energy, and while Hampton Roads' incredible providers are capable of serving virtually any company's needs today, the demand for power to support future electrification and datafication will be enormous. Governor Youngkin is positioning Virginia to attract and develop energy in all forms, and the Alliance's regional energy master plan and steering committee are ensuring **Hampton Roads is at the forefront of Virginia's energy emergence**. In addition to the Alliance's work with the offshore wind industry, this year we partnered with the Virginia Tech Corporate Research Center to help create a hydrogen tech center in Newport News and are exploring ways to position Hampton Roads for the resurgence of nuclear energy.

Connectivity is critical to economic development. Over the past few years, our region made great progress on our transportation, port and broadband infrastructure. This year, the region expanded its focus to the skies as the Alliance and our local partners secured a grant to study the region's Aviation, Aerospace and Uncrewed Systems assets and determine ways to enhance the region's aerial connectivity.

The term "alliance" does not just describe our staff, Board, or even our organization; it encompasses a team of thousands of business leaders, elected officials, civically engaged residents, and everyone who wants to make Hampton Roads the best region in America. You are a part of our alliance and a key component of the successes we've seen this year. You are all allies in economic development and with your help, we look forward to an even more successful 2024.



Douglas L. Smith
President & CEO



Keith Vander Vennet
2023 Alliance Chair



Douglas L. Smith
Alliance President & CEO



Keith Vander Vennet
2023 Alliance Chair
Senior Vice President - East Region
Ferguson Enterprises



ABOUT

The Hampton Roads Alliance is the leading regional economic development organization for Hampton Roads, Virginia. It is a nonprofit, public-private partnership representing 14 localities and nearly 100 private investors. With the support of its community and business partners, the Alliance serves as a single point of contact to assist domestic and international companies who are considering Hampton Roads for expansion or investment.

MISSION

The Hampton Roads Alliance works collaboratively to lead the Hampton Roads region in attracting, growing and retaining companies and talent to create a more resilient, inclusive and equitable region of choice.

VISION

To be the catalytic partner that drives economic empowerment for the region, companies, organizations, and people who call Hampton Roads home.

VALUES

An **EMPOWERING** environment. Instilling confidence and encouragement.

A **COLLABORATIVE** nature. Fostering working together as a team and with our partners.

DIVERSITY in thinking. Supporting unique perspectives and thought processes.

INTEGRITY in all we do. Earning the trust of the business community to represent our region.

OUR LOCALITIES



YEAR-END METRICS

THE ALLIANCE SET A 25-YEAR RECORD FOR PROJECTS IN 2023 WITH **13 SUPPORTED ANNOUNCEMENTS**



The Alliance exceeded its announcements goal of 8 by 63% and its job goal of 1,309 by 118%.



40+
SITE LOCATION
CONSULTANTS
HOSTED

BUSINESS DEVELOPMENT

In 2023, the Hampton Roads Alliance demonstrated a strong commitment to regional economic development through active participation in various travel events and conferences, both domestically and internationally. A key aspect of the Alliance strategy involved attending **six overseas missions to Europe, in collaboration with its international consulting partners, and one to Canada**. These missions were integral in fostering international business relationships and understanding global best practices, particularly in workforce development and industry-specific advancements.

One of the pivotal overseas engagements was a trip to Stuttgart, Germany, where the Alliance delved into the German dual-track vocational training system. The insights from this visit aimed to enhance local workforce programs and attract more international businesses to the Hampton Roads region.

On the domestic front, **the region hosted the Virginia Consultants Forum at the Marriott in Virginia Beach**. This significant event brought together national site selectors, the local economic development community, and key partners, providing a vital platform for networking, knowledge sharing, and collaborative discussions to drive regional economic growth.

Additionally, the Alliance's business development team actively participated in several events organized by PM&P and Select USA. The goal of these activities was to showcase Hampton Roads as an attractive destination for business and investment and to engage with potential companies and industry leaders.

The Alliance also attended the Retail Industry Leaders Association (RILA) Conference in Orlando alongside our partners from the Port of Virginia. Furthermore, the team embarked on a productive mission to Toronto, focusing on industries relevant to the Alliance's targets, and visited Chicago to engage with potential prospects, enhancing the visibility and promoting the attractiveness of Hampton Roads as an investment hub.

Continuing its commitment to the energy sector, particularly offshore wind, the Alliance also participated in a variety of conferences such as the Business Network for Offshore Wind International Partnering Forum in Baltimore.

Through these varied and strategic travel events and conferences, the Hampton Roads Alliance effectively promoted regional economic development, fostering both domestic and international relationships and opportunities.

AVIATION, AEROSPACE, AND UNCREWED SYSTEMS

The aerospace and aviation sector in Hampton Roads encompasses a diverse array of assets, including seven airports, anchored by the commercial hubs of Norfolk International and Newport News/Williamsburg International. These airports play a pivotal role in facilitating travel for residents, businesses, and tourists. Complementing these are several general aviation airports catering to private jets and other aviation needs.

With over 40 businesses operating in the region, the aviation industry is a robust contributor to Hampton Roads' economic landscape, employing approximately 2,800 individuals. In addition to its civilian aviation sector, Hampton Roads also houses significant military assets, including Naval Stations Norfolk and Oceana, as well as Joint Base Langley-Eustis. These installations not only contribute to national defense but also foster collaboration between civilian and military entities, which helps to promote regional innovation and technology transfer. The region also boasts research giants like NASA Langley Research Center, the National Institute of Aerospace, and Hampton University's Department of Aviation, among others.

The Alliance partnered with several of these institutions and localities to secure a Go Virginia grant to study ways to position the region as a hub for air mobility and align the industry assets to meet the region's future aviation demands. The study will be completed in early 2024.

ENERGY PRODUCTION

Access to reliable and affordable energy is critical to supporting and sustaining economic growth in Hampton Roads. With input from a variety of stakeholders, the Alliance developed the **Hampton Roads Long-Term Energy Roadmap, which provides a comprehensive action plan to enhance the region's energy security while ensuring the energy supply can sustain long-term economic growth in the region.** The plan also emphasizes the importance of capitalizing on economic development opportunities related to energy transition that is occurring in the Commonwealth, across the nation, and the world.

To guide implementation of the Roadmap, and to provide general guidance on our energy initiatives, the Alliance convened a Regional Energy Steering Committee. The committee includes leaders from local government, regional organizations, state government, academia, utility companies, and industry. The committee met monthly throughout 2023 to address topics like natural gas supply and infrastructure, electricity supply and demand, emerging technologies, federal facilities, and most importantly energy education and communications strategy.

2023 was a year of momentum in the energy sector, as the Alliance's commitment to bringing offshore wind production to the region to support Dominion Energy's Coastal Virginia Offshore Wind Project continued to attract prospects and investment. **The Alliance also partnered with the Virginia Tech Corporate Research Center to support the development of the Newport News-based Hydrogen Tech Center.** Pursuant to the Governor's "All of the Above Energy Plan," Hampton Roads is also working to leverage its expertise in the nuclear industry to secure investment from the emerging technologies associated with nuclear energy.

EMERGING INDUSTRIES



BUSINESS RETENTION & EXPANSION

For the past year, business retention and expansion experts from throughout the region have been convening quarterly to discuss best practices in retaining existing companies in the Hampton Roads region and to share their experiences within this specific discipline of economic development. The **Hampton Roads Regional BRE Professionals Roundtable** (the BRE Roundtable) is made up of local practitioners from each economic development office throughout the region. Chaired by Lloyd Jackson of Chesapeake Economic Development and coordinated by the Alliance, the purpose of the BRE Roundtable is two-fold: to provide a platform for regional knowledge sharing for BRE professionals from each local government in Hampton Roads; and, for the Alliance to gather feedback to shape the strategy for regional business retention and expansion efforts.

Roundtable discussion topics throughout the year ranged from business services and data resources available through the Alliance to brainstorming collaborative BRE activities and even developing processes for coordinating the expansion or relocation of existing businesses with regional implications.

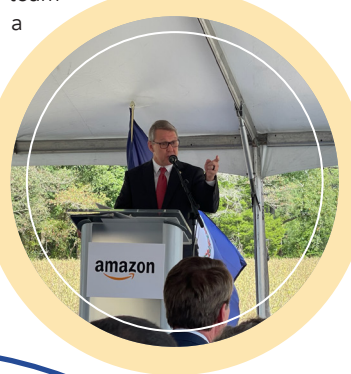
REGIONAL PROTOCOLS

The Roundtable, after discussion and feedback from local economic development leadership, developed the **Hampton Roads Regional Business Retention & Expansion Working Protocols**. The Roundtable acknowledged that, while lines of communication between communities regarding businesses seeking to relocate has been a regular occurrence, standardized written procedures were unavailable. With new professionals entering the career field, having standard operating procedures is imperative.

The BRE Roundtable created a working protocol that follows the spirit and framework of the Master Agreement for Regional Economic Development in addressing expansion opportunities for existing companies. The six pillars of the protocols speak to the Alliance becoming engaged when multiple localities have an interest in the subject expansion project

and serving as an honest broker on behalf of the involved public-sector partners. The protocols recommend a notification process between localities or through the Alliance. **The goal for the BRE Roundtable protocols is to retain existing businesses in their host community and, ultimately, the Hampton Roads region.**

Looking toward year two of the BRE Roundtable, the group plans to promote the new protocols by incorporating the framework into the Alliance's new economic developers stakeholder orientation. In addition, the team is in the process of planning a collaborative, regional BRE endeavor that will leverage partnerships with higher education institutions to be launched in 2024. The group will also work to bring regional and state leaders to select existing business visits alongside local partners.



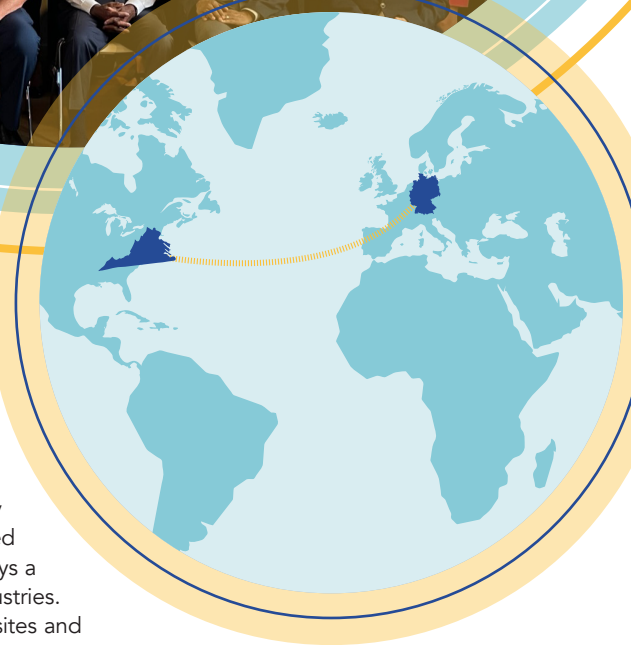
WORKFORCE READINESS LEADERSHIP DELEGATION

In July 2023, the Hampton Roads Alliance, in partnership with the Hampton Roads Workforce Council and Virginia Beach Economic Development, executed a regional workforce mission trip to Germany to explore and understand the German dual-track Vocational Education and Training (VET) program. **The delegation — consisting of more than 20 regional leaders including presidents of various educational institutions, mayors, and business executives from Hampton Roads** — visited with educational, business, and political entities in Stuttgart to gain insights into Germany's highly successful workforce development pipeline. Germany's VET program is renowned for supporting approximately 1.3 million vocational apprentices annually and plays a crucial role in talent development, especially within the country's high-tech industries. The delegation spent a week in Baden-Württemberg, exploring apprenticeship sites and engaging with educational and business leaders.

The delegation has continued to convene to work on next steps focusing on collaboration between high schools, universities, community colleges, and technical colleges in Hampton Roads to incorporate key attributes of the VET program. Shawn Avery, President and CEO of the Hampton Roads Workforce Council, expressed optimism about the political and financial support for educational pathways in Virginia and emphasized the need for efficient collaboration among educational, political, and business leaders in Hampton Roads.

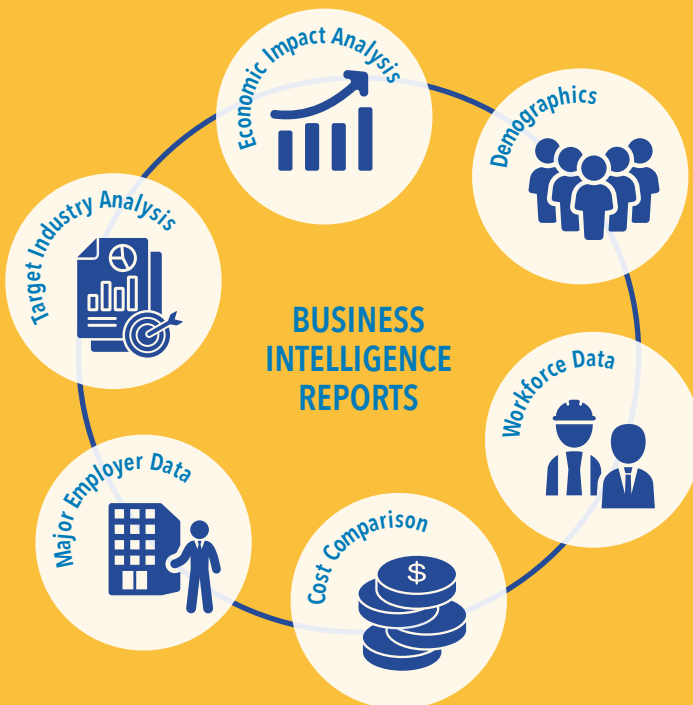
Informed by the mission findings, **the delegation plans to engage with Hampton Roads and Virginia legislators and business leaders to share elements of the VET model that could be effective locally.** The goal is to construct a partnership emphasizing economic growth, maximizing development opportunities, and creating a skilled workforce aligned with the needs of key industries. The program, coordinated by the Hampton Roads Workforce Council, will prioritize socio-economic equity, cultural sensitivity, and historical awareness for all students, drawing inspiration from the German educational model.

A Memorandum of Understanding (MOU) between Hampton Roads municipalities, educational institutions, and business organizations has been executed to articulate the goals of this collaborative effort. The leaders will continue to assemble regularly, inviting legislators and business leaders to strengthen the technical education coalition, ultimately enhancing workforce development pathways in Southeastern Virginia.



BUSINESS INTELLIGENCE

The Alliance's Business Intelligence team stands as a pivotal resource for extensive insights into the Hampton Roads market. The team provides prospects, investors, and partners with comprehensive reports encompassing economic data, industry trends, and workforce dynamics. Research insights also extend to critical factors influencing location decisions, such as labor availability, wage rates, education and training, transportation, utilities, taxes, incentives, and overall business climate. Whether through official requests for information (RFI) from companies considering the region or assisting public and private investors with data needs, the Business Intelligence division has emerged as a valuable resource for the Alliance. **In 2023, the Alliance completed over 140 business intelligence assists.**



EVRIFA

In late 2022, the Alliance assumed the roles of managing entity, fiscal agent, and support staff for the Eastern Virginia Regional Industrial Facility Authority (EVRIFA). Established by Virginia statute, **the EVRIFA enables cooperation among localities in the same region for joint facility development and revenue sharing.** The EVRIFA's strategic initiatives provide a model for regional collaboration to achieve broader economic growth and development goals in Hampton Roads. Originally founded by the Cities of Hampton, Newport News, Poquoson, and Williamsburg, as well as Gloucester, James City, and York County, it later expanded to include the Cities of Chesapeake, and Franklin, and Isle of Wight County. In 2023, the City of Virginia Beach voted to join the EVRIFA.

The 432-acre Kings Creek Commerce Center site in York County is the EVRIFA's first project. The property acquisition was completed in December 2021 and was funded by leasing 250 acres for a 20-megawatt solar project. The authority secured a GO Virginia grant for site preparedness engineering work, which is currently in progress.

WE JOINED THE EVRIFA BECAUSE IT REPRESENTS REGIONALISM IN ACTION. IT IS AN OPPORTUNITY FOR TRANSFORMATIVE ECONOMIC GROWTH. WHEN WE JOIN FORCES, NO PROJECT IS TOO BIG FOR HAMPTON ROADS.

– *Mayor Rick West, City of Chesapeake*

EVRIFA OFFICERS 2023

David Meeker, Chairman
Gloucester County

Harold Philipsen, Treasurer
City of Williamsburg

Richard Grice, Vice Chairman
Isle of Wight County

David Hux, Secretary
City of Poquoson

REAL ESTATE SOLUTIONS

In the past decade, the lack of large, business ready sites has been cited as one of the leading reasons why Virginia lost a variety of major economic development projects. As the Commonwealth has committed funding to the Virginia Business Ready Sites Program, the Alliance is readying the region by analyzing and identifying sites that are poised for investment. In 2023, the Alliance commissioned two major studies to evaluate sites:

DATA CENTERS: 70% of the world's internet traffic passes through Virginia every day, and the Commonwealth is the undisputed leader in data center investment. Traditionally, these investments have largely been made in Northern Virginia, but Hampton Roads has the infrastructure, workforce, and capability to become a new frontier for these centers. The Alliance partnered with Grella Partnership Strategies, founded by former Amazon executive Mike Grella, to evaluate sites in Hampton Roads to determine which may be the most data center compatible.

INDUSTRIAL SITES: In partnership with KPMG, the Alliance began a regional study of large industrial sites to determine which may be best positioned to attract new investment. Sites were evaluated based on due diligence, ownership, the presence of utilities and other necessary infrastructure, site development, and site optics. Some sites previously received a Tier 4/5 designation and, thus, were deemed already shovel ready, but an extensive review of 12 existing sites was conducted, including a thorough desktop review and virtual site tour for each location. Upon completion of this review, six sites were identified for in-person site tours, with the goal of gathering in-market intelligence to assess developability and compatibility. The final report is expected to include a comprehensive site evaluation that includes the due diligence completed by KPMG alongside insights related to labor availability, the overall business environment, and quality of life. In 2024, the study will continue, evaluating sites that are not currently on the market but may have significant potential, along with the region's mega site: The Coastal Virginia Commerce Park in Chesapeake.



3.5M TOTAL IMPRESSIONS
through digital marketing

MARKETING

The Alliance's Marketing & Communications department continues to use best practices in social media and digital marketing to support the Alliance's strategic goals, promote the region, provide business resources, and share information with the community.

In 2023, the Alliance's content creation efforts and social media activity focused heavily on LinkedIn, as it continues to show the best ROI of all social media channels. These efforts resulted in **305,000+ IMPRESSIONS**, a **21% INCREASE IN FOLLOWERS**, and **AN ENGAGEMENT RATE OF 12%** that included 10,100+ post reactions, 27,400+ page clicks and nearly 500 post shares. On Facebook, the Alliance saw an **11% INCREASE IN FOLLOWERS** and **230,000+ IMPRESSIONS**.

The Alliance continued its digital marketing efforts by continuing its "Every Business Needs an Ally" campaign, adding more specific industry targeting and geo-targeting to optimize visibility with key stakeholders and prospects. Throughout the year, nearly **3.5 MILLION IMPRESSIONS** were delivered across Display, SEM and Social platforms, leading to **8,478 CLICKS** and a strong 0.24% cumulative click-through rate (CTR).

INVESTOR RELATIONS

The Alliance is proud to represent 14 localities who, with the support of nearly 100 private-sector investors, help guide the organization and its regional economic development efforts.

In 2023, the Alliance launched the “Allies in Economic Development” private sector campaign to position itself as a high-performance regional economic development organization acting as a catalyst for growth and collaboration. The campaign aims to fund the delivery of the 2023-2027 strategic plan, designed to accelerate regional economic growth.

The campaign total, including written pledges, strong verbal commitments, and in-kind investments, amounts to \$7,731,260 from 98 private investors. There are 19 pending “asks,” totaling an additional \$2,080,000.

The Alliance will continue soliciting new investors throughout 2024 and beyond so it can continue its mission, and have adequate funding to fulfill its strategic goals and growing initiatives. The Alliance’s ambition is to become an invaluable resource to the Hampton Roads business community. Private-sector involvement is essential because businesses create jobs, not government.

PLEASE JOIN US IN WELCOMING THE FOLLOWING NEW INVESTORS TO THE ALLIANCE!

ARCO Design/Build
Automatic Coating Limited
Bauer Compressors
The Branch Group
Burgess & Niple
C.A. Barrs Contractor, Inc.
Centura College
Colonna’s Shipyard
Doug Ellis
Eastern Virginia Medical School
Fairlead Integrated
The Franklin Johnston Group

Fugro
Hanbury
Harry Lester
HBA Architecture & Interior Design
Ironclad Media Alliance
ITA International
Keith Vander Venet
Landmark Hotel Group
Marine Safety Consultants
McLeskey & Associates
Metronet
NorthPoint Development

Paul D. Camp Community College
Pembroke Realty Group
ProWood
Ripley Heatwole Co.
S. L. Nusbaum Realty Co.
Siemens Gamesa Renewable Energy
Southern Bank
Taylor’s Do it Center
Virginia Tech Corporate Research Center
Work Program Architects

ALLIES
in ECONOMIC
DEVELOPMENT



New industries represented included advertising, architecture and global service providers.

The Alliance hosted six investor events with over 550 total combined attendees.

34 new private-sector investors joined the Alliance in 2023.

2023 PRIVATE INVESTORS

DIAMOND (\$100,000+)



PLATINUM (\$50,000+)



GOLD (\$25,000+)



SILVER (\$10,000+)

The Breeden Company
Chesapeake Regional Healthcare
Children’s Hospital
of the King’s Daughters
Clancy & Theys Construction
Colonna’s Shipyard

Damuth Trane
Dollar Bank
Eastern Virginia Medical School
ECPI University
The Franklin Johnston Group
Fugro

Garrett Realty Partners
Kaufman & Canoles
The Lee Group
MEB General Contractors
Metronet
S. L. Nusbaum Realty Co.

Tidewater Community College
Timmons Group
Virginia Tech Corporate Research Center
Wells Fargo
Willcox Savage
Woods Rogers Vandeventer Black

BRONZE (\$5,000+)

ARCO Design/Build
Atlantic Dominion Distributors
Automatic Coating Limited
Bank of America
Berkshire Hathaway Energy GT&S
Birdsong Peanuts
The Branch Group
Burgess & Niple
C.A. Barrs Contractor, Inc.

Canon Virginia, Inc.
Centura College
Columbia Gas of Virginia
Crenshaw, Ware & Martin, PLC
Crowley
CV International
Doug Ellis
Drucker + Falk
FORVIS

Hanbury
Harry Lester
Harvey Lindsay Commercial Real Estate
HBA Architecture & Interior Design
Hourigan Construction
Hunton Andrews Kurth LLP
Ironclad Media Alliance
ITA International
Jones Lang LaSalle, IP, Inc.

Keith Vander Venet
KPMG
Landmark Hotel Group
Marine Safety Consultants
McGuire Woods
McLeskey & Associates
Norfolk Airport Authority
Norfolk Waterside Marriott
NorthPoint Development

Paul D. Camp Community College
Pembroke Realty Group
PNC Bank
ProWood
Ripley Heatwole Company
Rivers Casino Portsmouth
Southern Bank
Taylor’s Do it Center
U.S. Waterways Transportation

Venture Realty Group
The Whiting-Turner Contracting Co.
Williams Mullen
Work Program Architects

LEADERSHIP

The Alliance Board of Directors is comprised of mayors/county chairs, private CEOs/executives, and ex-officio directors who help provide strategic direction and guidance to the organization. Similarly, the Alliance’s Regional Economic Development (RED) Team includes one representative from each member locality, regional partners and utility companies, who work collaboratively with the Alliance to propel regional growth. The Alliance extends its sincerest gratitude to the following individuals for their service to the Alliance and the region at-large in 2023.

BOARD OF DIRECTORS

PRIVATE SECTOR

- Mr. Keith D. Vander Vennet, Chair**
Ferguson Enterprises
- Mr. J.D. Myers, Vice Chair**
Cox Communications
- Ms. Diane Leopold, Treasurer**
Dominion Energy
- Mr. Darrell Williams**
Hampton University
- Mr. Aubrey Layne**
Sentara Health
- Ms. Buffy Barefoot**
TowneBank, Virginia Beach v
- Mr. Robert Duvall**
Virginia Natural Gas

PUBLIC SECTOR

- Honorable Richard W. West**
City of Chesapeake
- Honorable Donnie R. Tuck**
City of Hampton
- Honorable Phillip D. Jones**
City of Newport News
- Honorable Kenneth C. Alexander, Ph.D.**
City of Norfolk
- Honorable Robert M. “Bobby” Dyer**
City of Virginia Beach
- Honorable Douglas G. Pons**
City of Williamsburg, At Large Representative
- Supervisor Richard L. “Dick” Grice**
Isle of Wight County, At Large Representative

EX OFFICIO

- Mr. Bill Ermatinger, Past Chair**
Huntington Ingalls Industries
- Mr. Douglas L. Smith, Secretary**
Hampton Roads Alliance
- Ms. Mary Bunting, CAO Chair**
City of Hampton
- Ms. Florence Kingston, RED Team Chair**
City of Newport News
- Mr. Shawn Avery**
Hampton Roads Workforce Council
- Ms. Nancy Grden**
Hampton Roads Executive Roundtable
- Mr. Jimmy Wood, General Counsel**
Willcox Savage

RED TEAM

UTILITIES & REGIONAL PARTNERS

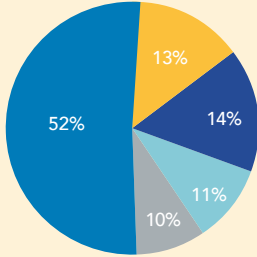
- Mr. Bryan Smith**
Dominion Energy
- Mr. Bob Crum**
Hampton Roads Planning District Commission
- Mr. Shawn Avery**
Hampton Roads Workforce Council
- Ms. Laura Swankler**
Port of Virginia
- Ms. Nancy Grden**
Hampton Roads Executive Roundtable
- Mr. George Faatz**
Virginia Natural Gas

LOCALITIES

- Mr. Steven Wright**
Chesapeake Economic Development
- Mr. Karl Heck**
Franklin Southampton Economic Development Inc.
- Mr. Steven Lynch**
Hampton Economic Development
- Mr. Chris Morello & Ms. Kristi Sutphin**
Isle of Wight County Economic Development
- Mr. Chris Johnson**
James City County Economic Development
- Ms. Florence Kingston**
Newport News Department of Development
- Mr. Sean Washington**
Norfolk Economic Development
- Ms. Charity Gavaza**
City of Poquoson Economic Development
- Mr. Nic Langford**
Suffolk Economic Development
- Mr. Chuck Rigney**
Virginia Beach Economic Development
- Ms. Yuri Adams**
Williamsburg Economic Development
- Ms. Kristi Olsen-Hayes**
York County Economic Development

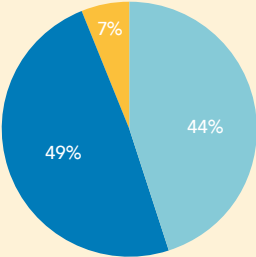
FINANCIALS

A detailed budget for 2023, as well as the approved budget for 2024, can be found at www.AllianceAnnualReport.com.



EXPENSES

- Marketing
- Business Intelligence
- Investor Relations
- Administration
- Business Development



INCOME

- Corporate Investment
- Municipal Investment
- Other Income

STAFF

- Pictured left to right:*
- Cliff Copley – Director, Business Development
 - Michael Evans – Director, Business Intelligence
 - Olivia O'Bry – Director, Operations
 - Alisa Crider – Director, Investor & Public Relations
 - Adelaide Gilmore – Senior Administrative Specialist
 - Doug Smith – President & CEO
 - Amy Parkhurst – Senior Vice President, Business Development
 - Jared Chalk – Chief Business Development Officer
 - Jillian Goodwin – Director, Marketing & Communications
 - Matt Smith – Director, Energy & Water Technology
 - Steve Harrison – Chief Operating Officer

- Not pictured:*
- Toi Hunter – Vice President, Business Retention & Expansion
 - Carmon Schietzelt – Marketing & Communications Specialist
 - Jim Noel – Director, EVRIFA/Real Estate Solutions



READ THE FULL REPORT

This print version of the Hampton Roads Alliance's 2023 Annual Report serves to highlight some of the key initiatives and accomplishments of the Alliance over the last year. To read the full report—including content, data and testimonials only available online — please scan the QR code below or visit www.AllianceAnnualReport.com.



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ALLIANCE 