

# THE CHAMBER

## Charlottesville Regional Chamber of Commerce



*A New Century "... dedicated to representing private enterprise, promoting business and enhancing the quality of life in our Greater Charlottesville communities."*

cvillechamber.com • 209 Fifth Street, NE • Charlottesville, Virginia 22902



## Defense Affairs Committee Action Plan

April 2019 – Charlottesville, Virginia

### **Deborah van Eersel**

*Chief Administrative Officer & Director of Marketing, UVA Foundation/UVA Research Parks  
Chair, Chamber Defense Affairs Committee*

### **Adrian Felts**

*Chief Operating Officer, Centridian  
Past Chairman, Board of Directors, Charlottesville Regional Chamber of Commerce*

### **Rob Jones**

*Deputy Director of the UVA Applied Research Institute  
Research Subcommittee Chair, Chamber Defense Affairs Committee*

### **Elizabeth Cromwell**

*President, Charlottesville Regional Chamber of Commerce*

## Executive Summary

### Chamber Defense Affairs Committee / Opportunities & Challenges Ahead

In 2009, the Charlottesville Regional Chamber of Commerce (CRCoC) established an innovative Defense Enterprise Round Table to better serve the region's growing, job-producing business sector. Renamed, the Chamber Defense Affairs Committee (DAC), has become the leading defense intelligence enterprise advocate in the Central Virginia region.

***The DAC's stated mission is to foster economic vitality by further strengthening the relationships between the Chamber, the Central Virginia community, the regional defense/intelligence community, and our veterans.***

Specifically, the DAC provides connections to a unique network of business, academic, and government participants that position the Greater Charlottesville region for growth in the defense/intelligence enterprise. In fact, the DAC is the federal government's preferred and primary interaction conduit with the community.

In collaboration with the US Army National Ground Intelligence Center (NGIC); the US Department of Defense Intelligence Agency (DIA); the US Army Judge Advocate General School; and, the US Federal Executive Institute, the DAC has helped identify educational and training needs for these federal agencies and the many Chamber members that directly and indirectly support these agencies' mission.

There are more than 2,500 federal workers employed by NGIC, DIA and NGA. Additionally, the Chamber estimates there are approximately 2,000 people employed by private defense and intelligence contractors in the region. Together, their regional economic contribution is approaching an estimated annual payroll of \$1billion.

In addition to this substantial defense/intelligence presence, the greater Charlottesville community is home to more than 14,000<sup>1</sup> veterans – an integral part of our community.

Globally, we face significant dangers. While many remain unknown, federal defense/intelligence professionals – public and private – identify, thwart or prevent rogue nations, conspirators, and, saboteurs from inflicting tragedy. Our country's need for ever-present defense intelligence has and will continue to require expansion of our national defense intelligence capabilities and infrastructure.

To more fully understand, secure and enhance the extensive economic and civic value of the national defense and intelligence enterprise in our region, the DAC must continue to grow its work plan at a higher level, as articulated in the following prospectus.

<sup>1</sup> 2015 Census Bureau's American Community Survey: Albemarle: 6,868, Charlottesville: 1,910, Fluvanna: 2,274, Greene: 1,839, Nelson: 1,169.

## Table of Contents

Executive Summary:.....	2
Chamber Defense Affairs Committee / Opportunities & Challenges Ahead .....	2
1 Chamber Defense Affairs Committee .....	4
1.1 Chamber DAC Value Proposition .....	4
1.2 The Unique Nature & significance Chamber DAC.....	4
1.3 The Chamber DAC Provides Value to its Members and the Federal Government .....	4
2 Chamber Defense Affairs Committee Growth & Development .....	6
2.1 What Does the DAC Need to Continue to be Successful? .....	6
2.2 Key Partners .....	7
2.2.1 Currently Interested Partners .....	7
2.2.2 Other Potential Partners .....	7
2.2.3 Government Partners (Non-Financial/Support and Guidance) .....	7
2.3 Defining Successful Implementation of the Chamber DAC Action Plan .....	7
3 Chamber DAC – Subcommittee Growth and Development .....	8
3.1 Community Engagement .....	8
3.2 Government Engagement.....	8
3.3 Education .....	8
3.4 Research.....	8
3.5 Military Personnel and Veterans .....	8

# 1 Chamber Defense Affairs Committee (DAC)

The DAC is currently comprised of approximately 30 members.

The DAC leadership includes:

- Deborah van Eersel, DAC Chair, University of Virginia Foundation, UVA Research Park
- Rob Jones, DAC Research Subcommittee Chair, Deputy Director UVA Research Institute, Deputy Director of UVA Defense and Intelligence Operations
- Adrian Felts, Past Chairman (2016) Board of Directors, Charlottesville Regional Chamber of Commerce, Chief Operations Office, Centridian
- Elizabeth Cromwell, Ex-Officio, President, Charlottesville Regional Chamber of Commerce

## 1.1 DAC Value Proposition

For local defense sector contractors, veterans, local government, and service providers with interest in the defense and intelligence community and who desire visibility and access to local federal government agencies, the DAC is a unique conduit for the sharing of information and facilitating networking meetings so that the needs of the federal government, their employees, and veterans can be met by the local community.

## 1.2 The Unique Nature & Significance of the DAC

The DAC possesses a relationship with Rivanna Station\* leadership like no other. Due to the nature of communications between the intelligence community communicates and non-governmental entities, the DAC acts as the preferred and primary conduit for information flow between these organizations. This relationship is highly valued by the government whose employees and their families have needs that can be satisfied by area service providers and small businesses. Furthermore, in addition to its strong ties with federal agencies on Rivanna Station, the Chamber has strong relationships with the Federal Executive Institute and the Judge Advocate General School, both of which also participate in DAC activities.

*\* Rivanna Station is an Army installation located 2 miles north of the Charlottesville Regional Airport on US Rt. 29. Rivanna Station was considered the 4<sup>th</sup> largest employer in the region in 2014.*

## 1.3 The DAC Provides Value to its Members and the Federal Government

The DAC provides value to its network in five areas:

- **Advocacy.** The DAC is an advocate for all stakeholders.
- **Leadership Collaboration.** The DAC leadership meets privately with local defense and intelligence leadership where direct conversation about their evolving operational needs occur. A regular meeting is held shortly thereafter to provide specific details about those needs to DAC and interested Chamber members. Rivanna Station leadership attend and participate in both meetings.

- **Resources.** Thought not yet a current activity, there is a strong desire for the DAC to be a clearinghouse for collaboration opportunities among the government and DAC members. Furthermore, a compilation of resources is desired by the government providing contact with local companies that provide discounted services to federal veterans and federal employees.
- **Communication.** The DAC currently communicates via email, newsletter, and at its regularly scheduled meetings. A more thorough communication plan and strategy requires additional resources (i.e. staff) to fully manage expanded, inclusive communications through a myriad of mechanisms (website, fuller engagement with Chamber and other area businesses and regional organizations, a strong social media presence, interaction with traditional media, and an ongoing information flow to the region).
- **Subcommittees.** The DAC has a well-developed strategic work plan (Appendix A) that includes five subcommittees: (1) Government Affairs; (2) Education; (3) Research; (4) Veterans Affairs; and, (5) Community Engagement. Members and stakeholders will find value in the activities of these subcommittees which will also drive DAC event programming. This plan is comprehensive and requires the full attention of a professional staff person to ensure its achievement.

## 2 DAC Growth and Development

In an effort to expand on the successes of the existing DAC, several opportunities for strategic growth and development exist.

### 2.1 What Does the DAC Need to Continue to be Successful?

**Full-time Professional Staff Member.** The activities associated with the successful operation of the DAC have become more involved and can no longer be supported by the existing Chamber professional staff and the volunteer members of the DAC leadership team. Consequently, the DAC's highest priority for continued success is the employ of full-time professional staff member; preferably a former member of the military or federal contractor. A preliminary fiscal estimate for such a professional includes: salary, office\* equipment, other related services/equipment/software - estimated to be at a recurring level of approximately \$100K/year.

The preferred DAC plan includes identification of a candidate professional retained as a **contract associate** (1099 status) of the Chamber. The University of Virginia Foundation will provide office space (at no charge) for this Chamber professional at the University of Virginia Research Park in Albemarle County; located within a mile of Rivanna Station.

The position description for this professional (Appendix B) includes duties such as: management of DAC activities and programs on a broader DAC schedule; management of DAC subcommittee activities; marketing capabilities, etc.; and, optimally, possession of a DoD clearance (access to Rivanna Station will require a defense sector partner). These DAC assignments would be conducted in coordination with the Chamber.

As previously mentioned, implementation of technology to improve communication with members and stakeholders is required for success. The DAC professional should be technically savvy with abilities to market and brand the DAC by building clear messaging disseminated from the DAC website, blogs, social media accounts, etc.

**Funding Streams to Support Expansion.** In order to expand the services currently offered by the DAC, a recurring funding stream must be identified that will provide the ability to retain a full-time Chamber staff professional and manage DAC activities.

## 2.2 Key Partners

### 2.2.1 Currently Interested Partners

- University of Virginia Foundation/UVA Research Park
- University of Virginia Applied Research Institute
- Central Virginia Partnership for Economic Development
- Albemarle County
- Greene County
- Charlottesville Regional Chamber of Commerce

### 2.2.2 Other Potential Partners

- City of Charlottesville
- Fluvanna County
- Virginia Economic Development Partnership
- Piedmont Virginia Community College
- Charlottesville Area Association of Realtors
- Blue Ridge Apartment Council

### 2.2.3 Government Partners (Non-Financial/Support and Guidance)

- Rivanna Station (DIA, NGIC, NGA)
- Federal Executive Institute
- JAG School
- Fort Belvoir

## 2.3 Defining Successful Implementation of the Chamber DAC Action Plan

The measures below define success during the implementation phase:

**Engagement.** Continued engagement with stakeholders in business, academia, and government.

**Advocacy.** Join on-going Chamber advocacy with the DAC as advocate for the physical and fiscal expansion of Rivanna Station and its inherent career-ladder job-producing engine. Engage in fuller collaboration with NGIC/DIA/NGA; Albemarle County; the Commonwealth of Virginia; the Federal Government (Department of Defense, Congressional Delegation); and all stakeholders

**Funding.** Recurring funding of DAC professional support becomes sustainable through partnerships and income generated by events held by the DAC.

**Leadership Collaboration.** Implementation of regularly scheduled (monthly) meetings and luncheons and events.

**Subcommittees.** DAC Subcommittees develop action plans and begin implementation.

**Growth.** Providing a fuller level of service to the growing Chamber DAC membership.

### 3 DAC – Subcommittee Growth and Development

#### 3.1 Community Engagement

Continued and enhanced advocacy and support for national defense agencies, defense enterprises and local regional community businesses within our region and with interests in the sector.

#### 3.2 Government Engagement

Continued and enhanced advocacy and support the needs of area defense agencies, enterprises and community with local, state and federal public officials.

#### 3.3 Education

Identify and facilitate partnerships between the local defense community and regional educational institutions – from Pre-Kindergarten to higher education.

#### 3.4 Research

Identify and facilitate partnerships between regional national defense community, non-profit organizations, and higher education research institutions.

#### 3.5 Military Personnel and Veterans

Advocacy and support for US military personnel and veterans and their families.