This is a good model for the concept of having the opportunity to understand what we mean when we always talk about picking up domain knowledge based on the work you're doing: this is what I'd have a team do before starting a project like this -

1) Understand Delphi is paid for by the CDC (check)

2) Understand what the CDC's mission is, the history behind they're sponsorship (they want better epidemic tracking/forecasting in general - the project we're on only started after an actual pandemic happened, but it's an opportunity to show what the prior decade of funding really produced)

3) The CDC answers to others - Department of Health and Human Services (currently run by who? Xavier Becerra). They have high influence (because they fund your funder). DHHS's mission statement is to improve the health, safety, and well-being of America - so that's a question we ask when we're trying to imagine our end work products - do they support that mission? If not, should we do something differently? Discuss with Jacob? And then DHHS falls under Congressional oversight - the Labor-HHS-Education Committee. They have high influence because they're the check on DHHS. Right now that means: Rosa DeLauro (Chairwoman), Lucille Roybal-Allard, Barbara Lee, Mark Pocan, Katherine Clark, Lois Frankel, Cheri Bustos, Bonnie Watson Coleman, Tom Cole, Andy Harris, Jaime Herrera Beutler, John Moolenaar. Look at all the domain knowledge about how this works and who has power? This is how you learn how the world works.

You should have found in your research that the CDC mission is to create the expertise, information, and tools that people and communities need to protect their health. So on top of policy makers, consumers of their work include the general public (another stakeholder group). This is a good one for you - because you are in this group, so you can imagine what your needs are (clear information, presently in a timely fashion in a manner consumable regardless of technical/statistical sophistication). So the work products, to be most effective, need to be consumable by an average person. This is the process we go through to make teams understand how they need to create work products - who they serve, what the capabilities of that audience are, etc.

What we know about other stakeholders: Valerie is direct and no nonsense, and to her it's always business and not personal. So we should have thick skins and expect constructive criticism. She's the person in the department I believe behaves most like a supervisor in industry - she will not coddle the team, she will push the team, and it's all about results. She also expects the team to prioritize this work, so you need to consider that when she asks for time - and she expects responsiveness because she knows this is the highest priority of your Spring semester (which means it's your highest priority). So I would talk with the team to make sure someone's always monitoring communications during business hours and it's clear who is going to respond to her emails any given day (so you don't step on each other, or wait for someone else to respond). You do those things, and that will improve your experience and working relationship. We also know she takes the work very seriously - so if you have questions you need to ask and not just wait until your next meeting (that won't go over well). And she expects her teams to be interested and motivated - so when she tells you to try something you haven't done before, she expects you to put in the time/effort to research new methods/approaches. She will give you feedback once you've researched and tried something, but won't give you step by step instruction if you didn't attempt it first (or you attempted it without taking active steps to try to learn given the resources available to you at the University).