Opportunity Inc. is the staff organization for the Hampton Roads Workforce Development Board, serving eight localities in South and Western Hampton Roads. The organization is charged with developing strategies and programs that support the needs of business and industry for a workforce that is skilled, capable and able to meet the demands of the 21st Century workplace.

- Chesapeake
- Franklin
- Isle of Wight
- Norfolk
- Portsmouth
- Southampton
- Suffolk
- Virginia Beach
Message from the Board and OppInc.

On behalf of the Hampton Roads Workforce Development Board and Opportunity Inc., we are proud to share our 2014–2015 annual report. We first wish to recognize and thank Ute Heidenreich, former Board Chair, for her vision and tireless support in helping Opportunity Inc. become a key contributor to Hampton Roads’ and Virginia’s economic growth and energy. Many programs and accomplishments are highlighted in this report, and we’re pleased with the positive impact they are having in our communities. Our region is still recovering from the effects of the recession, and as the cornerstone of a healthy economy, workforce development is essential to match the skills of the labor force to the needs of the employers. You will see evidence of how OppInc. connects to the community through networks and partnerships enabling us to respond to changes in the jobs environment; provides innovative solutions to meeting industry needs; and empowers participants to overcome employment barriers or become entrepreneurs.

In a nutshell, our aim is to Connect, Innovate and Empower.

During the past fiscal year, OppInc. has assisted in crafting and nurturing a proficient workforce through: funding job skills training; skills assessments; resume writing, interview techniques and other assistance at its One-Stop Workforce Centers; the LAUNCH Hampton Roads Business Start-Up Program; signature events and grants to support business services; and the Youth Career Center and 13 other youth programs which help ensure a future skilled workforce. It has been a busy year!

But, as has often been said before, we couldn’t have done all this without the support of dedicated professionals, organizations and companies who collaborate with us to build a knowledgeable, capable and empowered workforce for the businesses and industries of Hampton Roads. We are sincerely grateful for all you do.

CHAIR
WILLIAM L. NUSBAUM
Shareholder
Williams Mullen

PRESIDENT AND CEO
SHAWN AVERY
Opportunity Inc.
The committed staff of OppInc.’s One-Stop Workforce Centers provides services to thousands of job seekers to help them find employment. The services are funded through the U.S. Department of Labor so there is no fee to job seeker or employer.

FITTING THE RIGHT JOB TO THE RIGHT PERSON

Hampton Roads is a richer community when all of its citizens are able to have meaningful jobs they desire, and peoples’ lives are enriched when they can be productive members of society and support themselves and their families. With those ideals in mind, OppInc. provides support and training services to enable all our citizens the opportunity to be successful in the workforce.

AFTER TAP PROGRAM FOR VETERANS

As part of its efforts to support veterans, Opportunity Inc. provides a monthly workshop for those who recently transitioned from the military to civilian life. The workshops feature a panel of employers, Veterans Assistance representatives and other resources for service members. The diversity of the panel offers insight into what employers are looking for in regard to résumés, interview questions and employment concerns. More then 50 veterans found employment through these workshops alone.

The training exceeded my expectations.
All of the information was not only helpful but insightful and encouraging.
I recommend all veterans and maybe even spouses attend.

After TAP Program Attendee

In 2014–15 the OppInc. One-Stop Workforce Center provided service for:

Almost 8,300 individual customers for a total of nearly 36,000 visits
Over 900 veterans
573 new customers enrolled in training services
Placed 616 customers in jobs paying an average of $28,262

**TRAINING FOR HIGH-DEMAND JOBS**
In fiscal year 2014–2015, 619 customers completed training at 37 educational institutions for specific job skills in high-demand industries like healthcare, manufacturing, information technology and transportation.

**SALARY INCREASED 33%**
OppInc.'s On-the-Job Training (OJT) Program provides employers an incentive to hire unemployed individuals by helping to offset expenses associated with hiring, training and supervising new workers. For example, through an OJT opportunity at Prufrex USA, Inc., military veteran Nana E. went from temporary, part-time jobs and unemployment to having a full time job as a Shift Supervisor with a 33% increase in his salary.

**OppInc. One-Stop Workforce Center Hosted Eight Hiring Events that Generated Over 70 Job Offers.**

- Coca-Cola
- DOMA Technologies (two events held)
- The Fresh Market
- Hampton Roads Transit
- International Union of Painters and Allied Trades (joint event with Youth Career Center)
- Liberty Tax Service
- Loram
- Transportation Careers Information Session
MEETING THE REGION’S HEALTHCARE WORKFORCE NEEDS

This was the last full year of a four-year, $5 million grant funded by the U.S. Department of Labor to provide healthcare training, advanced education and job placement in Hampton Roads. 204 participants completed degrees and training as of June 30, 2015.

Healthcare Grant Training Related Placements (By Training Area)

<table>
<thead>
<tr>
<th>Training Area</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Practical Nurse</td>
<td>48</td>
</tr>
<tr>
<td>Registered Nursing</td>
<td>45</td>
</tr>
<tr>
<td>B.S. Nursing</td>
<td>29</td>
</tr>
<tr>
<td>Cardiovascular Technician</td>
<td>8</td>
</tr>
<tr>
<td>Surgical Technologist</td>
<td>6</td>
</tr>
<tr>
<td>Radiology Technician</td>
<td>4</td>
</tr>
<tr>
<td>Surgical Assistant</td>
<td>3</td>
</tr>
<tr>
<td>Dental Hygienist</td>
<td>1</td>
</tr>
<tr>
<td>Medical Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Physicians Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Respiratory Therapist</td>
<td>1</td>
</tr>
<tr>
<td>Physical Therapist Assistant</td>
<td>1</td>
</tr>
<tr>
<td>Ultrasound Sonographer</td>
<td>1</td>
</tr>
<tr>
<td>Vascular Lab Technician</td>
<td>1</td>
</tr>
</tbody>
</table>

Total Placements: 150

Final Program Outcomes 2011–2015

- 204 Training Completions
- 85% Employment Rate
- $33,882 Average Wage
- 96% Employment Retention Rate

A DREAM COME TRUE

Military wife Kirsten had spent the last several years moving from place to place and from job to job, but was never able to begin a career. Wishing to combine her love for people and her need to have a career that could travel with her, she decided on nursing. With the help of OppInc. and the Healthcare grant, she was able to pay for her tuition and books, get her degree from Tidewater Community College and pass the exam to be a Registered Nurse. When looking for a job, Kirsten got help from the One-Stop Workforce Center in writing her résumé, and she is now a Med-Surg/Cardiac Step-Down Registered Nurse (RN) at Sentara Leigh Hospital.

“Never think your dreams cannot be obtained. If you feel too old, or like you have been out of the workforce too long, or that you can’t afford to go back to school . . . none of those have to be barriers to you accomplishing your goals.”

Kirsten, Healthcare Grant Participant
3rd year of OppInc’s $2 million entrepreneurial program

INSPIRING AND NURTURING HAMPTON ROADS’ NEW ENTREPRENEURS

This was the third year of OppInc’s nearly $2 million entrepreneurial initiative funded by the U.S. Department of Labor’s Workforce Innovation Fund. “LAUNCH Hampton Roads” includes an intensive one-week core training course at Old Dominion University’s Business Gateway or The College of William and Mary’s Mason School of Business. Training focus is on: accounting, business planning, finance and credit and marketing and sales. After completing the core training, clients participate in networking events small business counseling and mentoring, and seminars — all free of charge.

Of the 146 entrepreneurs enrolled in LAUNCH, 116 completed the core training

21 of 23 (91%) of businesses started through LAUNCH last year are still in business

Since inception, 53 new businesses have been created in Hampton Roads through the assistance of LAUNCH Hampton Roads

NOW CEO OF IT CONSULTING FIRM

With 30-plus years of experience in the military and as a civilian with the Department of Defense, Arizone Brown participated in the LAUNCH program when she became interested in starting her own business. Using her years of experience in Program Management and Leadership and the practical assistance and training from LAUNCH, she is now CEO of her IT consulting firm, ASJ IT Services. Arizone has two business partners and has contracts with the government.

GROWING MARKETS FOR FAMILY BBQ SAUCES

Navy veteran Eddie Gaskin and his brother, Army veteran Jimmy Gaskin, own Just Grilling LLC and manufacture their family’s secret recipe barbecue sauce, Gaskin’s Five Star BBQ Sauce. The Gaskins came to LAUNCH to learn ways to grow their business and after receiving marketing training and networking assistance, their barbecue sauces are being sold in military commissaries and exchanges and Piggly Wiggly grocery stores. Sauces were also purchased by ARAMARK Services for large catering events.
OCCUPATIONAL DEMAND STUDY

OppInc. uses a sector strategy that focuses on four major high-demand occupation sectors in the region: Healthcare, Professional & Business Services/IT, Manufacturing and Maritime Trade. These fields currently contribute to one-third of total regional employment and are projected to account for 42% of employment growth over the next three years. Additionally, jobs in these areas pay approximately one-third more than the regional average.

OppInc. commissioned Chmura Economics and Analytics to prepare a long range, 10 year forecast of the region’s “highest demand” positions by industry sector. Top level conclusions included:

- The region is roughly at the national average in terms of postsecondary awards needed to support its high-growth occupations.
- Regional education providers are innovating to meet the workforce needs of the region. For example, dual enrollment programs focusing on STEM (science, technology, engineering and math) education benefit students and regional businesses.
- Four key occupations common to industries that support the maritime sector or are in high demand by the maritime sector were identified: heavy and tractor-trailer truck drivers; industrial truck and tractor operators; cargo and freight agents; and captains, mates and pilots of water vessels.
- Occupations such as welders, electricians and commercial drivers will be in short supply in the future.

On December 14, 2014, OppInc. released the report at an event at the Chesapeake Conference Center, with 150-plus community partners in attendance. Virginia’s Secretary of Commerce and Trade Maurice Jones presented the keynote address in which he spoke on the opportunities and challenges faced by the Commonwealth. Dr. Christine Chmura reported on the highlights of the study.
SECTOR STRATEGIES INITIATIVE
Opplnc. was one of only 12 workforce organizations nationwide to be selected by the U.S. Department of Labor’s Employment and Training Administration to participate in its national Sector Strategies Technical Assistance Initiative. Opplnc. received intensive coaching from national experts to expand and sustain its present industry sector workforce strategies with the goal of building an “industry-focused, skilled workforce that fuels greater economic competitiveness and job growth.”

SENTARA INCUMBENT WORKER PROGRAM
In Summer 2014, Opplnc. entered into an incumbent worker training contract with Sentara Healthcare system as part of an effort to meet an Institute of Medicine guideline that 80% of critical care nurses have a Bachelors of Science in Nursing (BSN) degree by 2020.
As part of the program, Sentara provides an annual tuition reimbursement benefit, while Opportunity Inc. provides financial assistance to ensure these individuals have the resources to complete training.
So far 34 nurses have enrolled in the program and 2 have completed their degrees.

REGIONAL HEALTHCARE JOB FAIR
Opplnc. hosted a Healthcare Job Fair at the Chesapeake Conference Center. More than 30 employers participated and 535 job seekers attended. The evaluations gathered from both employers and attendees were very positive.
OppInc. recognizes the value of helping youth prepare for meaningful and successful occupations in the future — both for the youth and for their prospective employers. OppInc. operates the Youth Career Center of Hampton Roads (YCCHR), as well as in-school and out-of-school year round programs for youth ages 14–21. Through participation in these programs, students learn workplace readiness and academic skills essential for reaching their career goals, and the YCCHR also hosts recruitment events for local employers. After exiting our programs, many students go on to post-secondary education and find employment.

**9,556 Youth Served through the YCCHR**

**OPPORTUNITIES FOR HOME-SCHOoled YOUTH**

The Youth Career Center of Hampton Roads, in partnership with the Renaissance School of the Arts in Suffolk (which offers educational experiences in arts and sciences to home-schooled students), provided “free career immersion activities that connect their academic lessons to real-world careers.” Students also got a taste of entrepreneurship through developing their own business plans and filming their own commercials.
3RD ANNUAL TEEN SUMMER OPPORTUNITY FAIR

More than 1,500 youth participated in the March 19th Opportunity Fair in Pembroke Mall hosted by the YCCHR and supported by almost 60 vendors looking to hire teens and young adults for part-time employment and to recruit for local colleges and universities.

10TH ANNUAL STOCK MARKET CHALLENGE

On November 17, Junior Achievement of Hampton Roads hosted over 350 high school students from across Hampton Roads at the 10th Annual Stock Market Challenge at the Norfolk Waterside Marriott. Students from three of Opportunity Inc.’s In-School Youth Programs — Urban League, NSU-STEP and Pruden Center for Industry and Technology — were up for the challenge thanks to the mentoring on stock market basics they had received from Junior Achievement finance representatives. Each team was given $500,000 to invest in the stock market during two mock trading sessions. The team that built the largest portfolio by the end of the day won the challenge.

The Pruden team, led by 18-year old Joseph Rowling-Johnson, came in fourth place out of 72 teams.

OppInc. also earned accolades for its staff who won the Adult Trivia Challenge that helped raise funds for the annual Stock Market Challenge.

CAREER GUIDANCE ACADEMY

The Hampton Roads Career Guidance Academy, sponsored by OppInc., hosted its inaugural class June 22 – June 24, 2015. The three-day program included information on in-demand careers of the future and gave educators a blueprint on how to best prepare today’s students. They received labor market information on the needs of the industries and learned requirements for entry into careers currently available in Hampton Roads. Highlighted industries included healthcare, maritime trade, advanced manufacturing and entrepreneurship.

The program also included industry and site tours to the Virginia Port Authority, Sentara Healthcare, the Strome Entrepreneurial Center, ECPI University and LifeNet Health.

After completing the Academy, the class of 2015 career educators will set the standard for connecting career preparation from the world of work to the classroom and develop model approaches for supporting the long-term viability of the Hampton Roads workforce.
WORKFORCE INVESTMENT ACT (WIA) YOUTH SERVICES

MYESHA JEMISON
Eighteen-year old Bayside High School Health Sciences Academy senior, Myesha Jemison, developed a “well-rounded platform of knowledge” through volunteering in hospitals, holding leadership positions in several organizations and participating in OppInc.’s Virginia Beach STEM program. Last year, Myesha made a career choice to work in global medicine. However, the cost of attaining that goal was daunting until she saw that a local girl had won a Bill Gates Millennium Scholarship; Myesha set her mind to doing the same thing. In May 2014, she was notified she had been selected as a Gates Millennium Scholar and received a “good-through-graduation” scholarship to use at the college of her choice. This year, Myesha is attending Princeton University studying computer science and plans to go to medical school to become an infectious disease physician.

LAYLA ATKINS
For two years, Layla Atkins participated in the Pruden Center’s WIA Youth Internship Program, and excelled in every placement. She interned as a teacher’s assistant in a special needs classroom at Hillpoint Elementary School, in a privately owned daycare, and at the Children’s Center, a large childcare provider, where she was offered full-time employment at the completion of her internship. Layla is completing her Associate’s degree online at Paul D. Camp Community College and plans to transfer to Penn State University.

TRISTON CREEKMORE
Even before he graduated from Ocean Lakes High School’s Math and Science Academy, Triston Creekmore had three internships under his belt and had created a social media plan for Beach Municipal Federal Credit Union. Although he and his mother live in one room in a hotel, he remains positive and credits OppInc.’s Virginia Beach STEM Program with opening up numerous options for career paths he had not previously considered. Triston was offered scholarships at Johnson and Wales and George Mason University and plans to study political science and marketing.

“Life is about opportunities.”
Triston Creekmore, OppInc. In-School Youth Program Participant

On June 12, 2015, 35 OppInc. high school juniors and seniors participated in the 7th Annual STEM Robotics & Maker Challenge. The challenge theme for the seventh annual event, “Baxter on the Boardwalk,” features the board game Monopoly and Baxter the Robot, a Massachusetts Institute of Technology (MIT) robot the division purchased in 2014 as a STEM teaching and research tool. Student teams had to control their robots to place a miniature Baxter in select spaces on a Monopoly-style board. Students prepared for this challenge throughout the school year, learning how to program, solder, and explore and enhance their literacy through the creation of an electronic portfolio.
## 2014-15 End of Year Youth Program Statistics

### Connections Made at the YCCHR

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth</td>
<td>9,556</td>
</tr>
<tr>
<td>Adults</td>
<td>3,230</td>
</tr>
<tr>
<td>Partners</td>
<td>804</td>
</tr>
<tr>
<td>Mixed Ages Events</td>
<td>1,898</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td>15,488</td>
</tr>
</tbody>
</table>

### Youth Career Center of Hampton Roads

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Time Visits to YCCHR</td>
<td>1,486</td>
</tr>
<tr>
<td>Return Visits to YCCHR</td>
<td>1,216</td>
</tr>
<tr>
<td>Offsite Workshops Participants</td>
<td>2,806</td>
</tr>
<tr>
<td>Outreach Fairs Participants</td>
<td>3,496</td>
</tr>
<tr>
<td>Businesses and Organizations</td>
<td>33</td>
</tr>
<tr>
<td>Participated</td>
<td></td>
</tr>
<tr>
<td>Individuals Served as Mentors</td>
<td>40</td>
</tr>
<tr>
<td>or Interns</td>
<td></td>
</tr>
</tbody>
</table>

### Year-Round Youth Programs

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Served Through the Year-Round</td>
<td>314</td>
</tr>
<tr>
<td>Youth Programs</td>
<td></td>
</tr>
<tr>
<td>Participated in Work Experiences</td>
<td>151</td>
</tr>
<tr>
<td>Provided Leadership Development</td>
<td>165</td>
</tr>
<tr>
<td>Experiences</td>
<td></td>
</tr>
</tbody>
</table>
Opportunity Inc.’s job placement and career training services were shown to have a benefit/cost ratio of 4.8-to-1, meaning benefits derived from these programs were nearly five times greater than the cost required to generate those benefits.*

Opportunity Inc. would like to acknowledge the following partners for their generous financial support for its programs:

## Hampton Roads Workforce Development Board

<table>
<thead>
<tr>
<th><strong>CHAIR</strong></th>
<th><strong>VICE CHAIR</strong></th>
</tr>
</thead>
</table>
| William L. Nusbaum  
Shareholder  
Williams Mullen | James Wofford  
General Manager  
MacArthur Center |

### Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
</tr>
</thead>
</table>
| Dr. William Aiken | Interim President  
Paul D. Camp Community College |
| Jeffrey W. Ainslie | President  
The Ainslie Group |
| Dr. Edna Baehre-Kulovani | President  
Tidewater Community College |
| Chris Bailey | Chief Operating Officer  
Highground Services, Inc. |
| Dr. Elsie M. Barnes | Professor of Political Science  
Norfolk State University |
| Dr. Willie Bell, Jr. | Superintendent  
Franklin Public Schools |
| Rick Brooks | Registered Apprenticeship Consultant  
Virginia Department of Labor |
| Hosey Burgess | Norfolk/Portsmouth Manager/Office Director  
Virginia Employment Commission |
| Thomas Calhoun | President  
Norfolk Federation of Teachers |
| Andy Chapman | Plant Manager  
Solenis LLC |
| William W. Crow | President  
Virginia Ship Repair Association |
| Cindy Curtis | Deputy City Manager  
City of Virginia Beach |
| Richard Dean | Director — Human Resources & Training  
Smithfield Packing Company |
| William Docalovich | Director of Trade Services  
Newport News Shipbuilding |
| Joseph M. Donnelly | President  
Donnelly Real Properties, LLC |
| Dr. Larry Dooto | President  
Virginia Tidewater Consortium for Higher Education |
| Mark Dreyfus | President  
ECPI University |
| Sande Dukas | President  
Controls Corp of America |
| David K. Edwards | President/COO  
W R Systems, Ltd. |
| Stephen Fuschetti | President and CEO (RET)  
Gannett Media |
| Dr. Johnny Garcia | President  
SimIS, Inc. |
| Donald Goldberg | President  
Goldberg Consulting, LLC |
| Levell Hairston | Mill Manager  
International Paper, Franklin Mill |
| Ute Heidenreich, ESQ | General Counsel  
TowneBank |
| Ruth T. Jones | Executive Director  
YWCA South Hampton Roads |
| Anthony Kearney | Manager — Portsmouth & Franklin Offices  
Virginia Division of Rehabilitative Services |
| Radm Usn (Ret) William Klemm | Director of Programs — Marine Services Division  
Oceaneering International, Inc. |
| Whitney Lester | Director of Business Development  
VersAbility Resources |
| Mike Lulofs | Director of Human Resources  
Sumitomo Drive Technologies |
| Clarissa McAdoo | Executive Director  
Suffolk Redevelopment and Housing Authority |
| Carol McCormack | President and Chief Executive Officer  
United Way of South Hampton Roads |
| Mary D. Mc Govern | Senior Vice President  
Divaris Real Estate, Inc. |
| Delceno C. Miles | President  
The Miles Agency |
| Barbara Murphy | Project Director  
AARP Senior Community Service Employment Program |
| Ron Ritter | President  
On Point, LLC |
| Steven Sanchez | Chief Operating Officer  
NSC Technologies Worldwide |
| Jacqueline Scott | Director — Portsmouth Department of Social Services  
City of Portsmouth |
| Dr. James Sheaffer | Dean, College of Continuing Education & Professional Development  
Old Dominion University |
| Dr. Aaron Spence | Superintendent  
Virginia Beach City Public Schools |
| Bryan K. Stephens | President and CEO  
Hampton Roads Chamber of Commerce |
| RADM USN (RET) Kevin Sweeney | Interim President & CEO  
Hampton Roads Economic Development Alliance |
| L. Dith White | President and CEO  
Urban League of Hampton Roads |
| Kevin Will | President  
Junior Achievement of Hampton Roads |
| Steven L. Wright | Director  
City of Chesapeake Economic Development Department |
| Larry H. Young | President  
Eastern Virginia Labor Federation/A.F.L.-C.I.O. |

**JULY 1, 2015 – JUNE 30, 2016**
Our Mission

Hampton Roads will have a workforce that is "second to none," of sufficient quantity to meet employer demand and equipped with the skills that support the expansion of the region’s economy. The region will benefit from varied, plentiful and high-quality employment opportunities because of the capability and talent of its workforce.

Our Vision

We are committed to the development and implementation of a system that will equip the existing and emerging workforce in Hampton Roads to meet the needs of the current business community; attract high-quality employment to the region; and support new, high-growth, innovative enterprises.

The cost of this report was paid with Workforce Innovation and Opportunity Act funds made available by the U.S. Department of Labor, Employment and Training Administration through the Commonwealth of Virginia to the Hampton Roads Workforce Development Board (Local Workforce Development Area 16).

Equal Opportunity Employer

Auxiliary aids and services available upon request to individuals with disabilities.

www.opp-inc.org