HAMPTON ROADS
LOCAL AREA WORKFORCE DEVELOPMENT PLAN: AREA 16

February 28, 2017

REVISED May 1, 2017

FROM OPPORTUNITY INC., THE HAMPTON ROADS’ WORKFORCE DEVELOPMENT BOARD AND WORKFORCE SYSTEM PARTNERS

2017-2020
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INTRODUCTION TO THE PLAN

The Hampton Roads Workforce Development Board (WDB) has used the advent of the Workforce Innovation and Opportunity Act (WIOA) to engage with business and system partners to promote, design and execute changes in the regional workforce development system. The WDB convened a Planning Team made up of all the required WIOA partners and programs in the state’s WIOA combined plan as well as business representatives and other key stakeholders in the region whose organizations, through their mission, connect to workforce development in some way. The members of the Planning Team can be found in Appendix A.

The Planning Team met three times in sessions that were facilitated to ensure a collaborative process resulting in dialogue that was forward thinking in terms of what would improve, enhance, and promote a more customer centered system. The charge to the Planning Team from the WDB was to develop strategies for the workforce development system in the region that all the partners could agree to rather than to only focus on the part of the system within the purview of WIOA funds and governance. Thus, the WDB is proud to present a plan to the Virginia Community College System (VCCS) that is aligned to the state’s WIOA plan and is also a common roadmap to quality improvements that our partners are committed to making to the workforce system in the Hampton Roads region over the next four years¹.

The WIOA provides an opportunity to further promote a set of key principles and practices. The Hampton Roads region has effectively executed these principles under the Workforce Investment Act. However, WIOA provides additional opportunities to build a system that further adheres to

¹ References herein to “Hampton Roads” should be understood to refer to South and Western Hampton Roads, as the Peninsula, while a part of Hampton Roads, has its own Workforce Development Board and Local Plan.
them. The principles outlined below foster strategic alignment, improve service integration and ensure that the workforce system is industry relevant.

- **Be demand driven.** A demand driven service delivery system defines employers as the primary customers of the system and is guided primarily by economic rather than social welfare concerns. The first service focus is always to identify employers’ needs for information and labor market services that will make them more competitive in the global economy and to align talent to meet these needs.

- **Be customer oriented.** The purpose of the local workforce service delivery system is to provide information and labor market services to its customers — the employers and residents of the Hampton Roads region. Its primary objective is to identify customer interests and needs and provide quality services in response, so that both sets of customers become more competitive in the global economy. Being customer oriented requires that local service providers operate with a services-first philosophy that focuses on people rather than on the cumbersome and time consuming client processing activities that sometimes proliferate in categorical programs. It also requires attention to customer satisfaction and an immediate feedback capability at the local level to ensure that services are relevant, effective, and provided in a timely fashion.

- **Maintain a high-skill, high-wage focus.** Under this principle, the integrated local service delivery system supports Virginia employers in following a high-skill, high-wage competitive strategy in the global economy by providing a ready supply of well-trained, highly productive workers. It focuses on in-demand occupations with clearly identifiable labor shortages as well as on emerging occupations offering new employment opportunities. It invests heavily in information and services that attract high value-added jobs to the area. Equally important, it provides area residents access
to the basic education and technical skills they need to be productively employed in the jobs it targets.

- **Take a ‘one system’ approach to service delivery.** Under a “one system approach” to service delivery, a single, integrated system offers immediate access to quality information and a wide range of labor market services and aligns the various categorical programs as they interface with the system’s customers.

- **Be outcomes based, performance driven, and accountable.** This principle dictates that the service delivery system is designed to achieve well-defined labor market outcomes for both sets of customers (i.e., increased competitive advantage for employers and employment and earnings gains for local residents). Evaluations of the system’s effectiveness incorporates these outcomes and considers the efficiency of the service delivery process as well as the level of customer satisfaction.

- **Commit to continuous improvement.** Following this principle, the local workforce delivery system commits to ongoing monitoring of the service process and the track record in achieving desired outcomes to continuously improve the quality of services offered. The key to abiding by this principle is developing the capacity to listen, learn and respond to customer needs. Implementation of WIOA in Hampton Roads provides a unique opportunity to identify and promote such practices, including the continuous training for workforce development professional staff throughout the new delivery system.

The system envisioned in this plan is being led by the Hampton Roads WDB. The Hampton Roads WDB is responsible for developing workforce policy and administering workforce development initiatives in Virginia’s Workforce Development Area 16, which includes the following localities: Chesapeake, Franklin, Isle of Wight, Norfolk, Portsmouth, Southampton,
Suffolk and Virginia Beach. The Board conducts its operations through the Opportunity Inc. organization\(^2\) and the staff of Opportunity Inc. serves as the staff to support the WDB.

The WDB is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of the Hampton Roads region. The Local Area Plan serves to:

- Provide a strategic framework for \textit{system-wide} workforce development
- Align with state vision and goals
- Outline regional and local workforce analyses and strategies
- Foster regional collaboration to meet the needs of the regional economies
- Define connections with workforce development partners
- Enhance access to high quality services
- Meet federal WIOA requirements
- Outline operational details of administering federal funds
- Provide a basis of accountability through monitoring and audit reviews
- Transition to full WIOA implementation, which was effective July 1, 2016, and the required four year plans covering July 2017 – June 2020

A major emphasis of WIOA is improving coordination between the workforce development, economic development, adult education, literacy and vocational rehabilitation systems. The WDB plans to draw on its strong partnerships with its economic development partners, educational providers, and community partners to create a results-driven talent development system through this plan.

\(^2\) Throughout this plan, the Hampton Roads Workforce Development Board is referred to as the WDB and used when the content being described primarily relates to system-wide policy, governance and oversight. Opportunity Inc. (OppInc.) is used when the content is more operationally focused and as the name of the centers and the system.
OUR VISION is to promote the development of 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.

Members of the WDB, partners and the Opportunity Inc. staff believe in and are passionate about the following shared principles, beliefs and priorities:

- **ACT as LEADERS.** We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the customers we serve.
- **ACT with INTEGRITY.** We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments and admitting our mistakes.
- **RESULTS through COLLABORATION.** We believe in finding solutions and celebrating when we do. We are committed to working together with citizens, elected officials and our partners to get the job done. We value our culture of building strong partnerships within our community to achieve common outcomes.
- **DELIVER QUALITY.** We believe in providing quality services that we stand behind without compromise. Choosing the best people for our work, employing the best available practices and always challenging ourselves to improve through innovation, collaboration and teamwork.

The region has a proud history of government and community programs to help businesses, and unemployed and underemployed citizens. In these times of limited resources, there is a need to ensure that many involved in workforce development are working together efficiently and effectively so the system is not further fragmented; rather all are providing quality services.
The Board has set the following system-wide strategic goals for the next four years (WIOA Program Years 2017 – 2020):

**Goal I:** Lead stakeholders in the creation and implementation of a common regional workforce development strategy that has tangible employment and economic growth results.

**Goal II:** Be recognized as the regional workforce development knowledge leader and provide valuable labor market information (LMI), models and best practices to job seekers, employers and stakeholders.

**Goal III:** Deliver effective workforce development services through funded programs with excellence and ensure alignment with the common regional workforce development strategy.

**Goal IV:** Ensure strong organizational health including a high performing staff and robust funding.

The WDB, through Opportunity Inc., serves as strategic leader and community convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders to drive innovation, catalyze change, align systems and advocate on behalf of partner investments at the state, regional and local level. The WDB is cognizant of the powerful role ascribed to it in the law, operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the state, region and local area. With a solid role as change agent, the WDB is a leader in the development of a strong, vibrant regional economy where businesses thrive and people want to live and work.

The WDB believes that the Hampton Roads region is well positioned to have a robust workforce development system that is designed to meet the needs of economic development, business and
industry and the unemployed and underemployed by understanding and forecasting the long and short term skills employers need in a qualified workforce. These skill demands will be addressed by a delivery system that is diverse, including businesses, community based organizations, labor, government and educational institutions positioned to meet a wide variety of needs for a diverse population.

This plan follows the state’s guidance and the prescribed contents in the order requested.

**SECTION 1: STRATEGIC PLANNING**

**Workforce Demand Analysis**

[Provide a descriptive analysis of the regional economic conditions including: existing and emerging in-demand industry sectors and occupations; employment needs of employers in existing and emerging in-demand industry sectors and occupations; the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.]

**Regional Economic Conditions**

The Hampton Roads region is situated in the southeastern corner of Virginia. Ten cities and five counties comprise the region, which are in turn grouped into two Local Workforce Development Boards (LWDBs) - the Hampton Roads (LWDB 16) and Greater Peninsula (LWDB14). It is the home of the world's largest natural deep-water harbor. A totally integrated transportation network of interstate highways, air, rail and sea services provide excellent access between the communities of this region and the markets of the world. Most of the area is also known as the Virginia Beach-Norfolk-Newport News Metropolitan Statistical Area (MSA), the 37th largest MSA in the nation. Washington, D.C. is 200 miles north and Richmond, the state capital of Virginia, is located 90 miles north-west as measured from downtown Norfolk.
The Hampton Roads region is heavily dependent on federal defense spending, which directly or indirectly accounts for 39 percent of the value of regional economic activity\(^3\). The region hosts the second largest number of active duty military in the country as well as a large and diverse defense contracting community.

Military spending has historically buffered the region from the worst economic downswings. During the recession of 2007-2009, U.S. real Gross Domestic Product declined 3.23% and the overall Virginia economy fell 0.21% but the metropolitan Hampton Roads economy grew, albeit slightly, by 0.35%. Thus, Hampton Roads was the 2\(^{nd}\) best performing metro economy in the nation during the recession per the Brookings Institute. However, regional performance from 2009-2015 lagged that of the nation largely because of the post-Iraq War military drawdown, federal budget sequestration and the federal government shutdown all negatively impacting Department of Defense spending. While there is reason for recent economic and labor market optimism, employment remains below its pre-recession peak.

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With a civilian labor force of more than 800,000 and 27,000 people completing certificates and degrees from Hampton Roads' eight universities and four community colleges and many technical schools annually, the area's skilled workforce stands out. Three Fortune 500 companies are headquartered in Hampton Roads because they know that the region's economy is as strong as it is stable due to the low business costs, attractive labor supply and superior economic climate that businesses enjoy. For many businesses, it is critical to be conveniently located near customers, suppliers, distributors, employees and vendors. Over 60 percent of the population of the U.S. is within 750 miles of Hampton Roads and the region's convenient and accessible transportation infrastructure provides multiple options for moving goods between national and international markets.

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4 Community Profile, Virginia Economic Development Partnership.
Total nonfarm employment measures the number of jobs in each geographical region.

Employment in Hampton Roads, as measured by the Virginia Beach-Norfolk-Newport News MSA, has fared worse than the state or nation since 2005. The region’s employment fell farther and has recovered more slowly. Hampton Roads’ nonfarm employment peaked in July 2007 at 781.6 thousand jobs and remains 1.8% below that level.

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Virginia Beach, Norfolk, Newport News, MSA</td>
<td>760.9</td>
<td>737.1</td>
</tr>
<tr>
<td>Virginia</td>
<td>3,667.5</td>
<td>3,646.6</td>
</tr>
<tr>
<td>Nation</td>
<td>134,042.0</td>
<td>130,353.0</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of Labor Statistics and Federal Reserve Bank of St. Louis

Existing and Emerging In-demand Industry Sectors and Occupations

The WDB has identified four high-wage, high-demand sectors within which to focus as their targeted industries and growth occupations within those sectors:

- Advanced Manufacturing
- Transportation, Warehousing and Distribution
- Information Technology
- Healthcare and Biotechnology

Advanced Manufacturing is a large sector that pays on average considerably more than the regional average wage. While total employment is expected to decline, an analysis of production related jobs shows significant annual openings and strong demand.
Transportation, Warehousing and Distribution is significant in size, expected to grow faster than the regional average and pays on average more than the regional average wage.

Information Technology is significant in size, expected to grow faster than the regional average and pays on average more than the regional average wage.

Healthcare and Biotechnology is a large sector that is growing very quickly. Wages, while lower on average than the other target sectors, still outperform the regional averages.

<table>
<thead>
<tr>
<th>Industry Sector Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
</tr>
<tr>
<td>Percentage of Region</td>
</tr>
<tr>
<td>Transportation, Warehousing and Distribution</td>
</tr>
<tr>
<td>Percentage of Region</td>
</tr>
<tr>
<td>Information Technology</td>
</tr>
<tr>
<td>Percentage of Region</td>
</tr>
<tr>
<td>Healthcare and Biotechnology</td>
</tr>
<tr>
<td>Percentage of Region</td>
</tr>
<tr>
<td>Total Regional Employment</td>
</tr>
</tbody>
</table>

Industry Sectors of Importance to Key Regional Partners

The WDB works closely with other regional organizations as well as economic development organizations across the 8 jurisdictions that make up the workforce region. Each of the partners has targeted sectors based on the local jurisdictional economy and criteria relevant to the partner. The table below provides a cross walk of the sectors identified by key economic partners and the WDB.
To the extent practical, OppInc. has aligned its priority industry sectors with these partner institutions. In recognition of the importance of using a common set of data to analyze regional economic and workforce conditions, OppInc. has partnered with these organizations to commission a State of the Workforce Report, which will be completed in early 2017.

### Alignment with Priorities of Other Regional Organizations

<table>
<thead>
<tr>
<th>Partner</th>
<th>Partner Focus Area</th>
<th>WDB 16 Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hampton Roads Economic Development Alliance</td>
<td>• Manufacturing, Robotics and Industrial Technology</td>
<td></td>
</tr>
<tr>
<td>(Regional Marketing Organization)</td>
<td>• Food and Beverage Processing</td>
<td>• Manufacturing</td>
</tr>
<tr>
<td></td>
<td>• Cyber Security, Defense, Aerospace and Aviation</td>
<td>• Information Technology</td>
</tr>
<tr>
<td></td>
<td>• Gaming, Modeling and Simulation</td>
<td>• Information Technology</td>
</tr>
<tr>
<td></td>
<td>• Healthcare and Life Sciences</td>
<td>• Healthcare</td>
</tr>
<tr>
<td></td>
<td>• Maritime and Supply Chain Management</td>
<td>• Maritime Trade / TWD¹</td>
</tr>
<tr>
<td></td>
<td>• Research Institutes and Intellectual Property</td>
<td>• N/A</td>
</tr>
<tr>
<td></td>
<td>• Corporate, Professional and Financial Services</td>
<td>• N/A</td>
</tr>
<tr>
<td>ReInvent Hampton Roads</td>
<td>• Advanced Manufacturing</td>
<td>• Manufacturing</td>
</tr>
<tr>
<td></td>
<td>• Ship Repair and Ship Building</td>
<td>• Manufacturing</td>
</tr>
<tr>
<td></td>
<td>• Food and Beverage Manufacturing</td>
<td>• Manufacturing</td>
</tr>
<tr>
<td></td>
<td>• Information Analytics and Security</td>
<td>• Information Technology</td>
</tr>
<tr>
<td></td>
<td>• Life Sciences</td>
<td>• Healthcare and Biotechnology</td>
</tr>
<tr>
<td></td>
<td>• Port Operations, Logistics and Warehousing</td>
<td>• Maritime Trade / TWD</td>
</tr>
<tr>
<td></td>
<td>• Business and Consulting Services</td>
<td>• Information Technology²</td>
</tr>
<tr>
<td></td>
<td>• Tourism</td>
<td>• N/A</td>
</tr>
<tr>
<td>Peninsula Council for Workforce Development</td>
<td>• Advanced and Precision Manufacturing</td>
<td>• Manufacturing</td>
</tr>
<tr>
<td></td>
<td>• Healthcare</td>
<td>• Healthcare</td>
</tr>
<tr>
<td></td>
<td>• Construction</td>
<td>• N/A</td>
</tr>
</tbody>
</table>

1. TWD = Transportation, Warehousing and Distribution
2. NAICS 541330, Engineering Services is common to both the ReInvent and OppInc. clusters. This industry includes many of the region’s largest defense contractors involved in IT services (e.g. AMSEC and Northrop Grumman Information Systems.

N/A = No Analog.
Employment Needs in Existing and Emerging In-Demand Occupations and Industries

The targeted sectors each utilize a broad range of occupations accounting, administrative, etc. that are common to all industries. However, occupations particular to, or in greater concentration within the chosen sectors, also provide attractive targets due to high-growth, high-wage and significant annual openings or a combination of all three.

### Occupational Analysis (Summary)

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Production and Maintenance (Manufacturing)</td>
<td>70,268</td>
<td>70,152</td>
<td>-115</td>
<td>-0.16%</td>
<td>2,262</td>
<td>$19.59</td>
</tr>
<tr>
<td>Percentage of All Occupations</td>
<td>9.38%</td>
<td>9.00%</td>
<td>-0.38%</td>
<td>-4.01%</td>
<td>8.11%</td>
<td>93.98%</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations (TWD)</td>
<td>46,420</td>
<td>47,635</td>
<td>1,216</td>
<td>2.62%</td>
<td>1,724</td>
<td>$16.67</td>
</tr>
<tr>
<td>Percentage of All Occupations</td>
<td>6.20%</td>
<td>6.11%</td>
<td>3.97%</td>
<td>64.12%</td>
<td>6.18%</td>
<td>79.95%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>22,142</td>
<td>23,545</td>
<td>1,403</td>
<td>6.34%</td>
<td>659</td>
<td>$37.74</td>
</tr>
<tr>
<td>Percentage of All Occupations</td>
<td>2.96%</td>
<td>3.02%</td>
<td>4.59%</td>
<td>155.10%</td>
<td>2.36%</td>
<td>181.03%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>66,848</td>
<td>74,591</td>
<td>7,743</td>
<td>11.58%</td>
<td>3,226</td>
<td>$27.06</td>
</tr>
<tr>
<td>Percentage of All Occupations</td>
<td>8.93%</td>
<td>9.57%</td>
<td>25.31%</td>
<td>283.52%</td>
<td>11.56%</td>
<td>129.79%</td>
</tr>
<tr>
<td>Total Targeted Sectors</td>
<td>205,678</td>
<td>215,923</td>
<td>10,247</td>
<td>4.98%</td>
<td>7,871</td>
<td>$23.31</td>
</tr>
<tr>
<td>Percentage of All Occupations</td>
<td>27.47%</td>
<td>27.70%</td>
<td>33.49%</td>
<td>121.81%</td>
<td>28.21%</td>
<td>484.70%</td>
</tr>
<tr>
<td>All Occupations</td>
<td>748,855</td>
<td>779,449</td>
<td>30,594</td>
<td>4.09%</td>
<td>27,900</td>
<td>$20.85</td>
</tr>
</tbody>
</table>

### 10 Largest Occupations

<table>
<thead>
<tr>
<th>SOC</th>
<th>Description</th>
<th>2015 Jobs</th>
<th>Median Hourly Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>41-2031</td>
<td>Retail Salespersons</td>
<td>27,967</td>
<td>$10.95</td>
</tr>
<tr>
<td>41-2011</td>
<td>Cashiers</td>
<td>22,480</td>
<td>$10.27</td>
</tr>
<tr>
<td>35-3021</td>
<td>Combined Food Preparation and Serving</td>
<td>21,634</td>
<td>$10.28</td>
</tr>
</tbody>
</table>
The 10 largest occupations in the region represent some 22% of all jobs in the region but pay less than two-thirds the regional median wage. Registered Nursing is the only occupation in the top 10 that pays more than the regional median wage of $20.85 per hour. Nurses are also the only occupation critical to any of the four targeted industry sectors.

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</tr>
</thead>
<tbody>
<tr>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>17,681</td>
<td></td>
<td></td>
<td></td>
<td>$14.20</td>
</tr>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>14,044</td>
<td></td>
<td></td>
<td></td>
<td>$29.31</td>
</tr>
<tr>
<td>35-3031</td>
<td>Waiters and Waitresses</td>
<td>13,678</td>
<td></td>
<td></td>
<td></td>
<td>$11.45</td>
</tr>
<tr>
<td>43-4051</td>
<td>Customer Service Representatives</td>
<td>12,719</td>
<td></td>
<td></td>
<td></td>
<td>$14.45</td>
</tr>
<tr>
<td>37-2111</td>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>12,696</td>
<td>11,477</td>
<td>$11.59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43-5081</td>
<td>Stock Clerks and Order Fillers</td>
<td>11,477</td>
<td></td>
<td></td>
<td></td>
<td>$12.33</td>
</tr>
<tr>
<td>43-6014</td>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>9,935</td>
<td>164,312</td>
<td>$13.42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43-6014</td>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>9,935</td>
<td>164,312</td>
<td>$13.42</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All but two, veterinary technicians and interpreters, are in the healthcare sector. As with the largest occupations above,
these tend to not to pay well, with only 3 of 10 paying above the regional median wage. Note that the occupations listed above were filtered for those growing by 50 or more over the period to eliminate occupations with an extremely small number of jobs.

<table>
<thead>
<tr>
<th>The 10 Largest Location Quotients</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOC</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td>53-5031</td>
</tr>
<tr>
<td>17-2121</td>
</tr>
<tr>
<td>17-2161</td>
</tr>
<tr>
<td>53-5011</td>
</tr>
<tr>
<td>49-9096</td>
</tr>
<tr>
<td>51-4192</td>
</tr>
<tr>
<td>53-5021</td>
</tr>
<tr>
<td>49-9092</td>
</tr>
<tr>
<td>17-3029</td>
</tr>
<tr>
<td>47-2132</td>
</tr>
<tr>
<td><strong>Total Top 10 Location Quotients</strong></td>
</tr>
</tbody>
</table>

Location quotient (LQ) is a valuable way of quantifying how concentrated an occupation or industry is in a region as compared to a base geography, like the nation. LQs help show what makes a region “unique” and can serve as a proxy for competitiveness. A LQ of 1.0 means an occupation’s regional concentration is the same as the nation. The most highly concentrated occupations are all strongly associated with ship building and repair or water transportation, the private industry subsectors with the two highest regional LQs. All but two occupations pay more than the regional median wage, with the average for all ten some 40% higher.

<table>
<thead>
<tr>
<th>Occupational Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>-----</td>
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<tr>
<td></td>
</tr>
</tbody>
</table>
## Occupational Analysis

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>15-1100</td>
<td>Computer Occupations</td>
<td>21,364</td>
<td>22,642</td>
<td>1,278</td>
<td>5.98%</td>
<td>619</td>
<td>2.90%</td>
<td>$37.56</td>
</tr>
<tr>
<td>15-2000</td>
<td>Mathematical Science Occupations</td>
<td>778</td>
<td>903</td>
<td>125</td>
<td>16.07%</td>
<td>41</td>
<td>5.24%</td>
<td>$42.69</td>
</tr>
<tr>
<td></td>
<td><strong>Total Information Technology</strong></td>
<td><strong>22,142</strong></td>
<td><strong>23,545</strong></td>
<td><strong>1,403</strong></td>
<td><strong>6.34%</strong></td>
<td><strong>659</strong></td>
<td><strong>2.98%</strong></td>
<td><strong>$37.74</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Percent of All Occupations</strong></td>
<td><strong>2.96%</strong></td>
<td><strong>3.02%</strong></td>
<td><strong>0.06%</strong></td>
<td><strong>2.36%</strong></td>
<td></td>
<td></td>
<td><strong>79.93%</strong></td>
</tr>
</tbody>
</table>

### Occupations that Align with The Healthcare and Biotechnology Sector

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>29-1000</td>
<td>Health Diagnosing and Treating Practitioners</td>
<td>25,878</td>
<td>28,557</td>
<td>2,679</td>
<td>10.35%</td>
<td>1,195</td>
<td>4.62%</td>
<td>$42.63</td>
</tr>
<tr>
<td>29-2000</td>
<td>Health Technologists and Technicians</td>
<td>16,909</td>
<td>18,700</td>
<td>1,791</td>
<td>10.59%</td>
<td>733</td>
<td>4.34%</td>
<td>$19.82</td>
</tr>
<tr>
<td>29-9000</td>
<td>Other Healthcare Practitioners and Technical Occupations</td>
<td>1,094</td>
<td>1,140</td>
<td>46</td>
<td>4.20%</td>
<td>34</td>
<td>3.11%</td>
<td>$26.32</td>
</tr>
<tr>
<td>31-1000</td>
<td>Nursing, Psychiatric, and Home Health Aides</td>
<td>10,899</td>
<td>12,512</td>
<td>1,613</td>
<td>14.80%</td>
<td>602</td>
<td>5.52%</td>
<td>$11.77</td>
</tr>
<tr>
<td>31-2000</td>
<td>Occupational Therapy and Physical Therapist Assistants and Aides</td>
<td>937</td>
<td>1,121</td>
<td>184</td>
<td>19.64%</td>
<td>69</td>
<td>7.32%</td>
<td>$22.33</td>
</tr>
<tr>
<td>31-9000</td>
<td>Other Healthcare Support Occupations</td>
<td>8,405</td>
<td>9,680</td>
<td>1,275</td>
<td>15.17%</td>
<td>456</td>
<td>5.42%</td>
<td>$14.49</td>
</tr>
<tr>
<td>19-1000</td>
<td>Life Scientists</td>
<td>931</td>
<td>1,000</td>
<td>69</td>
<td>7.4%</td>
<td>46</td>
<td>4.98%</td>
<td>$32.96</td>
</tr>
<tr>
<td>19-4000</td>
<td>Life, Physical, and Social Science Technicians</td>
<td>1,795</td>
<td>1,881</td>
<td>86</td>
<td>4.8%</td>
<td>91</td>
<td>5.06%</td>
<td>$22.32</td>
</tr>
<tr>
<td></td>
<td><strong>Total Healthcare</strong></td>
<td><strong>66,848</strong></td>
<td><strong>74,591</strong></td>
<td><strong>7,743</strong></td>
<td><strong>11.58%</strong></td>
<td><strong>3,226</strong></td>
<td><strong>4.83%</strong></td>
<td><strong>$27.06</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Percent of All Occupations</strong></td>
<td><strong>8.93%</strong></td>
<td><strong>9.57%</strong></td>
<td><strong>0.64%</strong></td>
<td><strong>11.56%</strong></td>
<td></td>
<td></td>
<td><strong>129.53%</strong></td>
</tr>
</tbody>
</table>

### Occupations that Align with the Manufacturing Sector

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>49-1000</td>
<td>Supervisors of Installation, Maintenance, and Repair Workers</td>
<td>3,005</td>
<td>3,061</td>
<td>56</td>
<td>1.86%</td>
<td>79</td>
<td>2.63%</td>
<td>$29.71</td>
</tr>
<tr>
<td>49-2000</td>
<td>Electrical and Electronic Equipment Mechanics, Installers, and Repairers</td>
<td>3,323</td>
<td>3,223</td>
<td>-100</td>
<td>-3.01%</td>
<td>80</td>
<td>2.40%</td>
<td>$23.55</td>
</tr>
<tr>
<td>49-3000</td>
<td>Vehicle and Mobile Equipment Mechanics, Installers, and Repairers</td>
<td>9,421</td>
<td>9,741</td>
<td>320</td>
<td>3.40%</td>
<td>340</td>
<td>3.61%</td>
<td>$20.38</td>
</tr>
<tr>
<td>49-9000</td>
<td>Other Installation, Maintenance, and Repair Occupations</td>
<td>17,474</td>
<td>18,013</td>
<td>539</td>
<td>3.08%</td>
<td>609</td>
<td>3.48%</td>
<td>$19.85</td>
</tr>
<tr>
<td>51-1000</td>
<td>Supervisors of Production Workers</td>
<td>3,393</td>
<td>3,309</td>
<td>-84</td>
<td>-2.48%</td>
<td>74</td>
<td>2.19%</td>
<td>$31.17</td>
</tr>
<tr>
<td>51-2000</td>
<td>Assemblers and Fabricators</td>
<td>5,905</td>
<td>5,977</td>
<td>72</td>
<td>1.22%</td>
<td>188</td>
<td>3.18%</td>
<td>$14.03</td>
</tr>
<tr>
<td>51-3000</td>
<td>Food Processing Workers</td>
<td>3,737</td>
<td>3,566</td>
<td>-171</td>
<td>-4.58%</td>
<td>101</td>
<td>2.71%</td>
<td>$12.01</td>
</tr>
</tbody>
</table>
## Occupational Analysis

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>51-4000</td>
<td>Metal Workers and Plastic Workers</td>
<td>8,402</td>
<td>8,228</td>
<td>-174</td>
<td>-2.07%</td>
<td>316</td>
<td>3.76%</td>
<td>$21.27</td>
</tr>
<tr>
<td>51-5100</td>
<td>Printing Workers</td>
<td>1,027</td>
<td>961</td>
<td>-66</td>
<td>-6.43%</td>
<td>19</td>
<td>1.89%</td>
<td>$14.96</td>
</tr>
<tr>
<td>51-6000</td>
<td>Textile, Apparel, and Furnishings Workers</td>
<td>3,075</td>
<td>2,794</td>
<td>-281</td>
<td>-9.14%</td>
<td>55</td>
<td>1.79%</td>
<td>$11.85</td>
</tr>
<tr>
<td>51-7000</td>
<td>Woodworkers</td>
<td>716</td>
<td>646</td>
<td>-70</td>
<td>-9.78%</td>
<td>17</td>
<td>2.35%</td>
<td>$15.99</td>
</tr>
<tr>
<td>51-8000</td>
<td>Plant and System Operators</td>
<td>911</td>
<td>902</td>
<td>-9</td>
<td>-0.99%</td>
<td>34</td>
<td>3.75%</td>
<td>$24.29</td>
</tr>
<tr>
<td>51-9000</td>
<td>Other Production Occupations</td>
<td>9,878</td>
<td>9,731</td>
<td>-147</td>
<td>-1.49%</td>
<td>350</td>
<td>3.54%</td>
<td>$17.48</td>
</tr>
<tr>
<td>Total Production and Maintenance</td>
<td>70,268</td>
<td>70,152</td>
<td>-115</td>
<td>-0.16%</td>
<td>2,262</td>
<td>3.22%</td>
<td>$19.59</td>
<td></td>
</tr>
<tr>
<td>Percent of All Occupations</td>
<td>9.38%</td>
<td>9.00%</td>
<td>-0.38%</td>
<td>-4.01%</td>
<td>8.11%</td>
<td>86.39%</td>
<td>93.98%</td>
<td></td>
</tr>
</tbody>
</table>

## Occupations that Align with the Transportation, Warehousing and Distribution Sector

<table>
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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>53-1000</td>
<td>Supervisors of Transportation and Material Moving Workers</td>
<td>1,922</td>
<td>1,968</td>
<td>46</td>
<td>2.39%</td>
<td>79</td>
<td>4.11%</td>
<td>$26.56</td>
</tr>
<tr>
<td>53-2000</td>
<td>Air Transportation Workers</td>
<td>529</td>
<td>579</td>
<td>50</td>
<td>9.45%</td>
<td>27</td>
<td>5.11%</td>
<td>$40.60</td>
</tr>
<tr>
<td>53-3000</td>
<td>Motor Vehicle Operators</td>
<td>18,406</td>
<td>18,839</td>
<td>433</td>
<td>2.35%</td>
<td>509</td>
<td>2.77%</td>
<td>$15.02</td>
</tr>
<tr>
<td>53-4000</td>
<td>Rail Transportation Workers</td>
<td>906</td>
<td>851</td>
<td>-55</td>
<td>-6.07%</td>
<td>36</td>
<td>3.97%</td>
<td>$27.41</td>
</tr>
<tr>
<td>53-5000</td>
<td>Water Transportation Workers</td>
<td>4,930</td>
<td>4,820</td>
<td>-110</td>
<td>-2.23%</td>
<td>185</td>
<td>3.76%</td>
<td>$26.20</td>
</tr>
<tr>
<td>53-6000</td>
<td>Other Transportation Workers</td>
<td>1,212</td>
<td>1,290</td>
<td>78</td>
<td>6.44%</td>
<td>78</td>
<td>6.47%</td>
<td>$16.32</td>
</tr>
<tr>
<td>53-7000</td>
<td>Material Moving Workers</td>
<td>18,515</td>
<td>19,289</td>
<td>774</td>
<td>4.18%</td>
<td>809</td>
<td>4.37%</td>
<td>$13.56</td>
</tr>
<tr>
<td>Total Transportation and Material Moving Occupations</td>
<td>46,420</td>
<td>47,635</td>
<td>1,216</td>
<td>2.62%</td>
<td>1,724</td>
<td>3.71%</td>
<td>$16.67</td>
<td></td>
</tr>
<tr>
<td>Percent of All Occupations</td>
<td>6.20%</td>
<td>6.11%</td>
<td>3.97%</td>
<td>64.12%</td>
<td>6.18%</td>
<td>99.66%</td>
<td>79.95%</td>
<td></td>
</tr>
</tbody>
</table>

All Occupations | 748,855 | 779,449 | 30,594 | 4.09% | 27,900 | 3.73% | $20.85 |
### Occupational Summary

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Information Technology</td>
<td>22,142</td>
<td>23,545</td>
<td>1,403</td>
<td>6.34%</td>
<td>659</td>
<td>2.98%</td>
<td>$37.74</td>
</tr>
<tr>
<td>Percent of All Occupations</td>
<td>2.96%</td>
<td>3.02%</td>
<td>4.59%</td>
<td>155.10%</td>
<td>2.36%</td>
<td>79.93%</td>
<td>181.03%</td>
</tr>
<tr>
<td>Total Healthcare</td>
<td>66,848</td>
<td>74,591</td>
<td>7,743</td>
<td>11.58%</td>
<td>3,226</td>
<td>4.83%</td>
<td>$27.06</td>
</tr>
<tr>
<td>Percent of All Occupations</td>
<td>8.93%</td>
<td>9.57%</td>
<td>25.31%</td>
<td>283.52%</td>
<td>11.56%</td>
<td>129.53%</td>
<td>129.79%</td>
</tr>
<tr>
<td>Total Production and Maintenance</td>
<td>70,268</td>
<td>70,152</td>
<td>-115</td>
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<td>47,635</td>
<td>1,216</td>
<td>2.62%</td>
<td>1,724</td>
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<td>6.20%</td>
<td>6.11%</td>
<td>3.97%</td>
<td>64.12%</td>
<td>6.18%</td>
<td>99.66%</td>
<td>79.95%</td>
</tr>
<tr>
<td>All Occupations</td>
<td>748,855</td>
<td>779,449</td>
<td>30,594</td>
<td>4.09%</td>
<td>27,900</td>
<td>3.73%</td>
<td>$20.85</td>
</tr>
</tbody>
</table>

### Employment Knowledge and Skills Needs of Local Area Businesses

The WDB gathers, utilizes and examines both quantitative and qualitative information on employer workforce needs.

#### Jobs and Educational Attainment

As shown in the table below, over half of the jobs in the region do not require more than a high school diploma, while approximately one-third require some postsecondary. In the broadest sense, the more than 45,000 secondary and postsecondary completions meet or exceed the almost 28,000 annual openings by educational attainment level.

<table>
<thead>
<tr>
<th>Typical Entry Level Education</th>
<th>2015 Jobs</th>
<th>% of Total</th>
<th>Annual Openings</th>
<th>% of Total</th>
<th>2015 Educational Attainment</th>
<th>2015 Completions</th>
</tr>
</thead>
<tbody>
<tr>
<td>No formal educational credential</td>
<td>213,561</td>
<td>28.5%</td>
<td>9,698</td>
<td>35.0%</td>
<td>10.6%</td>
<td>NA</td>
</tr>
<tr>
<td>High school diploma or equivalent</td>
<td>261,914</td>
<td>35.0%</td>
<td>8,538</td>
<td>30.8%</td>
<td>25.9%</td>
<td>17,433</td>
</tr>
</tbody>
</table>
An analysis comparing Annual Openings Requiring Postsecondary Education in each industry sector against regional postsecondary completions in Classification of Instructional Program (CIP) codes relevant to those occupations suggests regional training is in rough alignment with industry needs. However, caution must be taken in interpreting this data because the educational attainment analysis does not indicate whether the completion at the minimum level is required for employment (certificate, Associates, Bachelors, etc.). Moreover, the analysis fails to reflect what percentage of openings require experience in the field in addition to the minimum educational stipulations. These are topics for further exploration with industry leaders.
OppInc. and its study consultant, Emsi, conducted an employer survey and focus groups with members of targeted industry sectors.

**Employer Survey Results**

Some 70 respondents completed the employer surveys and provided information on their top hiring challenges which are summarized as follows:

**The Top Three Hiring Difficulties Overall**

1. Candidates lack experience
2. Candidates lack technical skill
3. Applicants lack necessary soft skills

**Advanced Manufacturing Occupations with Significant Hiring Challenges**

1. Computer Numerical Control (CNC) Machinist
2. Hydraulics Engineer
3. Manufacturing Engineer
4. Welders (of all types)
5. Quality Engineer

**Transportation, Warehousing & Distribution Occupations with Significant Hiring Challenges**

1. Logistics Supervisor
2. Truck driver
3. Vehicle Mechanic

**Information Technology Occupations with Significant Hiring Challenges**

1. Cyber Security Analyst
2. Network Engineer
3. Software Engineer
4. Systems Administrator
5. Technology Sales

*Healthcare Occupations with Significant Hiring Challenges*

1. Information Technology  
2. Licensed Practical Nurse (LPN)  
3. Nurse Manager  
4. Physical Therapist  
5. Registered Nurse

**Focus Group Results**

Some 36 business leaders from Manufacturing, Education, Information Technology, Transportation, Warehousing and Distribution, Healthcare and Bioscience, Business and Consulting Services and Tourism and Recreation clusters participated in several focus groups conducted for the study. A summary of the information collected during the focus groups is provided below.

**Talent Attraction**

All business sectors have difficulty finding qualified talent for certain positions. Recruitment seems to be challenging regardless of the methods and means employed. Employers in the Information Technology sector noted that a lack of reputation as a technology hot spot makes attracting talent to relocate to the region more difficult, particularly vis-à-vis Northern Virginia. Most businesses expressed some difficulty finding candidates with soft skills needed to serve customers or work in teams. Many leaders indicated candidates lack problem-solving skills. Some business leaders said that if job applicants have math skills and are driven to learn with strong work ethic, they can train them in the other skills needed.
Retention of Qualified Employees

Participants noted difficulty in retaining qualified employees because other businesses in the area poach the best employees, with many employees leaving for slightly higher pay or better benefits. Because of the retention problem, the price of recruitment is also increasing.

Education

There was a general feeling that colleges and universities are not supplying people who are ready for the workforce. Some employers went as far to say that they would rather hire people who have attended a trade school than those graduating from a liberal arts program. Regarding high school education, many business leaders felt that schools are teaching to the tests but are not giving students practical skills that can help them be successful in the workforce. There was some concern that schools promote college above trades, which are a pillar in the Hampton Roads regional economy.

The Impact of Government Contracts

The reliance on government contracts in the Hampton Roads region is significant. Most agreed that the remedy to losing government contracts is market and customer diversification.

Workforce Supply Analysis

[Provide a descriptive analysis of the regional workforce, including: current labor force employment and unemployment data; information on labor market trends; educational and skill levels of the workforce, including individuals with barriers to employment.]

Steady population growth, balanced across age groups, is an indication of a healthy economy. Population growth in the Hampton Roads region has lagged the state and nation since 2005.
However, much of this can be attributed to declining numbers of activity duty Military personnel and their dependents as reflected in the chart below.

<table>
<thead>
<tr>
<th>Current Labor Force Employment and Unemployment Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
</tr>
<tr>
<td>LWDB 14</td>
</tr>
<tr>
<td>LWDB 16</td>
</tr>
<tr>
<td>Hampton Roads</td>
</tr>
<tr>
<td>Virginia</td>
</tr>
<tr>
<td>United States</td>
</tr>
</tbody>
</table>

From 2005 to 2015, the number of active duty military in the Hampton Roads region declined by 22,583. Including dependents, this figure increases to 53,277 fewer residents over the period and represents about a third of the difference between regional and U.S. growth rates from 2005-2015. While active duty personnel themselves are not in the workforce, the corresponding decline in military spouses, many of whom are in the workforce, has negatively impacted the labor supply. One encouraging note, active duty headcount seems to have stabilized in recent years and rose by 98 from 2014-2015, the first increase since 2006.

<table>
<thead>
<tr>
<th>Active Duty Military and Dependents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Duty Military Headcount</td>
</tr>
<tr>
<td>Dependents¹</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

While Hampton Roads’ most recent unemployment rate (4.6%) is lower than during the recession, it is higher than either the state or nation. This situation reinforces the region has not yet recovered from the decline in defense spending.

<table>
<thead>
<tr>
<th>Labor Force Statistics November 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Labor Force</strong></td>
</tr>
<tr>
<td>LWDA 14</td>
</tr>
<tr>
<td>LWDA 16</td>
</tr>
<tr>
<td>Hampton Roads</td>
</tr>
<tr>
<td>Virginia</td>
</tr>
<tr>
<td>United States</td>
</tr>
</tbody>
</table>

*Source: Virginia Employment Commission and US Bureau of Labor Statistics*

Together with unemployment, underemployment is a measure of labor market slack. The Virginia Economic Development Partnership regularly calculates underemployment for the state’s metropolitan areas. The underemployed include people working part-time but who want to work full time; those working multiple part-time jobs; and those who are not in jobs commensurate with their education, training and experience. Hampton Roads has an underemployment rate of 11.9% of the employment base or almost 100,000.

<table>
<thead>
<tr>
<th>Underemployment September 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Geography</strong></td>
</tr>
<tr>
<td>LWDA 14</td>
</tr>
<tr>
<td>LWDA 16</td>
</tr>
<tr>
<td>Hampton Roads</td>
</tr>
</tbody>
</table>

*Source: Virginia Economic Development Partnership*
Labor Market Trends

Labor force growth is an important contributor to overall economic health. Over time, employment cannot grow faster than the labor force. While Hampton Roads fared well compared to the nation in the 2005-2010 period, labor force growth lagged both the state and nation from 2010-2015.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDA 14</td>
<td>243,129</td>
<td>253,325</td>
<td>253,408</td>
<td>4.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>LWDA 16</td>
<td>539,023</td>
<td>571,879</td>
<td>576,846</td>
<td>6.1%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Hampton Roads</td>
<td>782,152</td>
<td>825,204</td>
<td>830,254</td>
<td>5.5%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Virginia</td>
<td>3,897,042</td>
<td>4,157,658</td>
<td>4,240,470</td>
<td>6.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>United States</td>
<td>149,320,000</td>
<td>153,889,000</td>
<td>157,130,000</td>
<td>3.1%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>


Unlike total nonfarm payrolls, which measure the number of jobs, household employment – or just simply employment – measures the number of people employed. Regional employment outpaced the nation in the 2005-2010 period but lagged the state and nation from 2010-2015.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDA 14</td>
<td>233,225</td>
<td>233,454</td>
<td>240,357</td>
<td>0.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>LWDA 16</td>
<td>517,605</td>
<td>528,985</td>
<td>549,114</td>
<td>2.2%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Hampton Roads</td>
<td>750,830</td>
<td>762,439</td>
<td>789,471</td>
<td>1.5%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Virginia</td>
<td>3,757,592</td>
<td>3,860,386</td>
<td>4,051,908</td>
<td>2.7%</td>
<td>5.0%</td>
</tr>
<tr>
<td>United States</td>
<td>141,730,000</td>
<td>139,064,000</td>
<td>148,833,000</td>
<td>-1.9%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>


Finally, the regional unemployment rate grew less than the national rate from 2005 – 2010; however, it has fallen less than the U.S. in the 2010-2015 period. Much of the continued labor
market softness in the 2010-2015 period can be attributed to the decline in active duty military (and spouses) as well as disruption in federal contracts and employment created by sequestration and the 2014 government shut down.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDA 14</td>
<td>4.1%</td>
<td>7.8%</td>
<td>5.2%</td>
<td>3.8%</td>
<td>-2.7%</td>
</tr>
<tr>
<td>LWDA 16</td>
<td>4.0%</td>
<td>7.5%</td>
<td>4.8%</td>
<td>3.5%</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Hampton Roads</td>
<td>4.0%</td>
<td>7.6%</td>
<td>4.9%</td>
<td>3.6%</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Virginia</td>
<td>3.6%</td>
<td>7.1%</td>
<td>4.4%</td>
<td>3.6%</td>
<td>-2.7%</td>
</tr>
<tr>
<td>United States</td>
<td>5.1%</td>
<td>9.6%</td>
<td>5.3%</td>
<td>4.5%</td>
<td>-4.4%</td>
</tr>
</tbody>
</table>

*P.P. stands for Percentage Point.

Labor force participation (LFP) measures the percentage of the population in the labor force, for a given age group, that is working or actively looking for work. LFP for the population 16 years of age and older fell from 2005 – 2010 at the regional, state and federal levels. Hampton Roads LFP declined slightly less than the national rate but more than the state rate. The employment-to-population ratio (E-P) is like LFP but measures the percentage of a given population that is employed. For the same 16+ age group, Hampton Roads E-P ratio fell much farther than the state or nation over the 2005-2010 period. However, the 16+ age group can be misleading as it includes many people who are still in school as well as those who have retired and are no longer in the labor force. Another approach to determining workforce health is to examine the “prime” 25-54 age group. Many in this group are out of school but have not yet retired. As the table below shows, Hampton Roads prime age LFP and E-P fared more poorly than either the state or nation. These declines mirror the other labor force statistics above and suggest that there is continued slack in the Hampton Roads labor market.
Given the substantial military presence, exiting service members are an important addition to the regional labor market. For the Federal Fiscal Year Ending September 30, 2015, more than 8,200 military service members exited listing a Hampton Roads address as their immediate post transition destination.

### Regional Military Exits Federal Fiscal Year Ending September 30, 2015

<table>
<thead>
<tr>
<th>Area</th>
<th>Military Exits</th>
<th>Percent of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total LWDA 16</td>
<td>6,607</td>
<td>81%</td>
</tr>
<tr>
<td>Total LWDA 14</td>
<td>1600</td>
<td>19%</td>
</tr>
<tr>
<td>Total Hampton Roads</td>
<td>8,207</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Educational and Skill Levels of the Workforce

Educational attainment levels improved across the board at the regional, state and national levels from 2005-2015. Overall educational attainment levels in LWDA 16 and Hampton Roads are competitive with national and state averages. However, there are a few items of note. The “some college” and “Associates Degree” levels are higher in Hampton Roads than either the...
state or nation. This may indicate strong academic preparation for middle skill jobs. Rates of “Baccalaureate” and “Graduate Degree” attainment are even with the nation but lower than the state averages. State higher education attainment rates are driven by the Northern Virginia and Arlington LWDBs where over 50% of the population 25+ has a Baccalaureate degree or higher.

<table>
<thead>
<tr>
<th>Education Attainment by Level, 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 25+</td>
</tr>
<tr>
<td>2005 % of Population</td>
</tr>
<tr>
<td>Education Level</td>
</tr>
<tr>
<td>Less Than 9th Grade</td>
</tr>
<tr>
<td>9th Grade to 12th Grade</td>
</tr>
<tr>
<td>High School Diploma</td>
</tr>
<tr>
<td>Some College</td>
</tr>
<tr>
<td>Associate's Degree</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
</tr>
<tr>
<td>Graduate Degree and Higher</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Source: Emsi Q4 2016 Data Set and U.S. Census American Community Survey

<table>
<thead>
<tr>
<th>Educational Attainment by Level, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 25+</td>
</tr>
<tr>
<td>2015 % of Population</td>
</tr>
<tr>
<td>Education Level</td>
</tr>
<tr>
<td>Less Than 9th Grade</td>
</tr>
<tr>
<td>9th Grade to 12th Grade</td>
</tr>
<tr>
<td>High School Diploma</td>
</tr>
<tr>
<td>Some College</td>
</tr>
<tr>
<td>Associate's Degree</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
</tr>
<tr>
<td>Graduate Degree and Higher</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Source: Emsi Q4 2016 Data Set and U.S. Census American Community Survey

**Postsecondary Completions**

As noted above, at almost 28,000, the number of annual postsecondary completions is comparable in terms of number and attainment level with the requirements for current jobs as well as projected job openings.
As shown in the table below, the number of people living in poverty increased faster in LWDB 16 than the region, the state and nation.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LWDB 14</td>
<td>52,750</td>
<td>62,655</td>
<td>9,905</td>
<td>18.8%</td>
</tr>
<tr>
<td>LWDB 16</td>
<td>111,210</td>
<td>139,672</td>
<td>28,462</td>
<td>25.6%</td>
</tr>
<tr>
<td>Hampton Roads</td>
<td>163,960</td>
<td>202,327</td>
<td>38,367</td>
<td>23.4%</td>
</tr>
<tr>
<td>Virginia</td>
<td>781,516</td>
<td>921,822</td>
<td>140,306</td>
<td>18.0%</td>
</tr>
<tr>
<td>United States</td>
<td>40,917,513</td>
<td>47,749,043</td>
<td>6,831,530</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

Individuals in poverty exhibited much lower educational attainment rates than the population in general. Nearly a quarter of those 25+ in poverty did not have a high school degree, a rate 2.7 times that of the general population. This educational deficiency has translated into much lower LFP and employment rates than the population in general. The unemployment rate for those in poverty is nearly four times the overall unemployment rate. Just 10% of people 16+ in poverty worked full-time, year-round in the past 12 months versus 45.2% of the total population.
POVERTY STATUS IN THE PAST 12 MONTHS

<table>
<thead>
<tr>
<th>Subject</th>
<th>Total</th>
<th>Percent Total</th>
<th>People Below poverty level</th>
<th>Percent below poverty level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population for whom poverty status is determined</td>
<td>1,651,889</td>
<td>NA</td>
<td>203,073</td>
<td>12.3%</td>
</tr>
</tbody>
</table>

EDUCATIONAL ATTAINMENT

<table>
<thead>
<tr>
<th>Population 25 years and over</th>
<th>Total</th>
<th>Percent</th>
<th>People Below poverty level</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school graduate</td>
<td>101,184</td>
<td>9.0%</td>
<td>25,632</td>
<td>24.4%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>282,959</td>
<td>25.2%</td>
<td>35,259</td>
<td>33.5%</td>
</tr>
<tr>
<td>Some college, associate's degree</td>
<td>394,442</td>
<td>35.2%</td>
<td>32,238</td>
<td>30.7%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>343,362</td>
<td>30.6%</td>
<td>11,985</td>
<td>11.4%</td>
</tr>
</tbody>
</table>

EMPLOYMENT STATUS

<table>
<thead>
<tr>
<th>Civilian labor force 16 years and over</th>
<th>Total</th>
<th>Percent</th>
<th>People Below poverty level</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>775,392</td>
<td>93.5%</td>
<td>49,141</td>
<td>75.5%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>54,345</td>
<td>6.5%</td>
<td>15,985</td>
<td>24.5%</td>
</tr>
</tbody>
</table>

WORK EXPERIENCE

<table>
<thead>
<tr>
<th>Population 16 years and over</th>
<th>Total</th>
<th>Percent</th>
<th>People Below poverty level</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worked full-time, year-round in the past 12 months</td>
<td>595,578</td>
<td>45.2%</td>
<td>14,224</td>
<td>10%</td>
</tr>
<tr>
<td>Worked part-time or part-year in the past 12 months</td>
<td>299,904</td>
<td>22.8%</td>
<td>48,658</td>
<td>35%</td>
</tr>
<tr>
<td>Did not work</td>
<td>422,741</td>
<td>32.1%</td>
<td>74,519</td>
<td>54%</td>
</tr>
</tbody>
</table>


Many people in the disability community face significant barriers to employment. Accordingly, the unemployment rate for those with a disability is 2.5 times higher than that for people without a disability. Similarly, LFP for the disabled is half that of those without.

Employment Status of the Disability Community

<table>
<thead>
<tr>
<th>Virginia Beach-Norfolk-Newport News, VA-NC Metro Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Force Participation Rate</td>
</tr>
<tr>
<td>With a disability</td>
</tr>
<tr>
<td>Without a disability</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates. Employment Status by Disability Status and Type. Civilian non-institutionalized population 18 to 64 years.
SWOT Analysis
[Provide a descriptive analysis of workforce development activities which includes education and training in the region; strengths and weaknesses of workforce development activities; capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.]

The WDB, through OppInc., provides a variety of workforce and economic development services and support to the region’s businesses and residents. These services include a broad range of activities which offer the workforce the skills, knowledge and abilities needed to succeed in a growing and robust economy. OppInc. oversees the region’s workforce development system and its one comprehensive and three affiliate OppInc. One-Stop Workforce Centers. On average, the system serves 10,250 individuals annually. During the last program year, 581 of the 824 participants who received occupational skills training services obtained a recognized credential. In addition, 2,492 businesses and nearly 9,000 youth were served last year. The centers were initially developed to bring together employment and training services that work with all people in one place and make it easier for job seekers and employers to find, access and use these services. Businesses can utilize the centers for recruiting and hiring an outstanding workforce. Through this plan, the region is striving to go beyond colocation of services to fuller alignment and integration of all workforce services region-wide. This change requires a paradigm shift in the delivery of workforce services. Improving service alignment and integration is being led by the WDB and OppInc.

Analysis of Workforce Development Activities
A major emphasis of WIOA is improving coordination between the workforce development, economic development, adult education, literacy and vocational rehabilitation systems. On behalf of the WDB, OppInc. will draw on its strong partnerships with its economic development
organizations, educational providers and community partners to create a results-driven talent development system. OppInc. has maintained a strong reputation in job seeker outreach, case management, coordinated training and job placement.

This local plan is another tool to assist in evaluating and addressing the following strengths and weaknesses of the system as it stands today. The Workforce Development Planning Team (WDPT) conducted a SWOT analysis of the workforce system’s services to both of its customer groups: job seekers and businesses. From the analysis, several themes emerged. The WDB and partners plan to use this evaluation and planned set of strategies to increase capacity in alignment with WIOA and the region’s priorities.

**Strengths**

- Capacity exists within the system to provide quality education and training services.
- Business Services Team is designed to be responsive to businesses and employers.
- Workforce strategy (goals, vision, mission) is designed to be system-wide, not just for WIOA.
- OppInc. has the capacity to integrate processes, systems and services.
- Strong public/private partnerships for program development exists.
- Workforce and economic development linkages are strong.
- The region is moving toward a ‘collective impact’ approach to tackling big issues like workforce development.\(^5\)
- The region has a highly-educated workforce.
- The region is an attractive place for workers to live and work.

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\(^5\) This is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. For more see [https://collectiveimpactforum.org/what-collective-impact](https://collectiveimpactforum.org/what-collective-impact)
Weaknesses

- Services to those transitioning out of military services are not coordinated.
- There is a growing number of workforce retirements.
- The nature of jobs is evolving. Some jobs are going away and the system needs more robust responses to assist workers.
- Businesses are not getting individuals with the skills, including leadership skills, and/or the credentials and certifications that they need.
- Some companies lack pathways to move up the career ladder.
- OppInc. lacks a sustainable and diversified funding base.
- There is a general lack of coordination and alignment of the system; it lacks an integrated system approach.
- Services may not be aligned to employer needs.
- Employers may not be aware of the services that are available to them.
- The Business Services Team is not fully able to develop initiatives aligned to employer needs due to lack of funding.
- Metrics associated with all workforce development programs are inconsistent.
- There is a lack of communication across the system’s providers.
- Transportation options are not consistent across the region.
- There is not enough deliberate focus on developing the emerging labor force (i.e. youth) and providing career awareness and exploration for both in and out of school youth.
- There is inadequate coordination and alignment across the service providers in a manner that streamlines access for jobseekers and businesses.
- Opportunities for work experience for job seekers are insufficient.
Job seekers and employers are unaware of the workforce services available.

All the players do not always think regionally.

**Opportunities**

- Innovate and develop entrepreneurship training and integration of entrepreneurship within the public workforce system.
- Create a comprehensive, common branding and communication strategy for the system.
- Enhance coordination among education, workforce development and employer partners to ensure a skilled pipeline of workers that can meet current and future needs.
- Build programs for those transitioning out of the military.
- Conduct resource mapping to formally identify all the agencies that provide workforce services by type.
- Ensure that the workforce strategy includes education and training programs that are part of a continuum of education and training that leads to good jobs, increased earnings and career advancement as evidenced by career pathways and industry-recognized, stackable credentials.

The team also defined the threats to the region if the services are not fully realized and critical success factors required to fully maximize the opportunities identified through this analysis.

**Threats**

- Relevancy to business is diminished because skills taught and assessed for are not aligned to needs of the employer.
- Lack of coordinated resources impacts sustainability and growth.
- Frustration among all customer groups due to lack of information and access.
- Impact is greatly reduced.
• Changing administration creates a period of ‘unknown’ in terms of what the priorities will be, what initiatives and policies will continue, what will be abandoned, etc.

• Not knowing how to meet customer expectations and not collecting data regarding the end user may result in resources being expended on the wrong strategies or strategies that do not ‘move the needle’ in terms of increasing satisfaction.

**Critical Success Factors**

• The local area must commit to continually building and expanding the network of regional leaders and partners that are substantially involved in and advancing integrated workforce efforts.

• Partners must commit to realign their resources, both financial and otherwise, to support action and innovation around the shared vision that has been developed.

• Regional partners must commit to supporting the sustainability of the goals, strategies and activities that have been proposed as part of this process.

• All partners must commit to common accountability metrics to measure success factors and be willing to be held accountable.

**Capacity Issues**

• Serving individuals with significant barriers costs more and requires more resources, financial and otherwise.

• It would be advantageous for area businesses to work more closely with the WDB to help fund work-based learning programs addressing critical needs.

• The area needs to do more extensive cross training with staff so customers can be better matched with appropriate career pathways through:
  
  o Formula and discretionary grant funded programming.
  
  o Sector partnerships.
o Special programs which may include but is not limited to grant funded initiatives.

o Work-based learning to include, but not limited to on-the-job training (OJT), work training experience (WTE), pre-apprenticeship, apprenticeship and/or classroom occupational training.

- Broadening remote access to workforce development services by maximizing technology capacity utilizing social media and virtual one-stop platforms.

- Streamlining and standardizing intra-regional processes for WTE, OJT and apprenticeships.

Vision and Goals
[Provide a description of the Local WDB’s strategic vision to support regional economic growth and economic self-sufficiency, including goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to the performance accountability measures based on performance indicators described in § 677.155 (a)(l).]

The workforce infrastructure of the region includes the OppInc. One-Stop Workforce Center and three affiliate sites, economic development entities, local government, partners and P-20 education. It also includes several collaborative efforts designed to impact the workforce development system, including Re-Invent Hampton Roads and the Hampton Roads Economic Development Alliance. It is this public/private partnership which continues to work together to continuously improve upon the workforce development system’s foundation built over the past several years. The economy is diverse, vibrant and growing due to the region’s high quality of life, which has attracted an educated, skilled labor force that has in turn allowed the region to become a hub for several advanced high-tech sectors.
The WDB is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of the region. In doing so, the Board also works closely with Area 14’s Greater Peninsula WDB.

The system’s vision, strategic goals and values can be found in the introduction to this plan.

The mission of Opportunity Inc. to carry out the vision and strategies is to serve as the regional leader of workforce development, ensuring the strategic alignment of efforts that facilitate meaningful employment and economic growth in Hampton Roads, while excelling at the delivery of business, workforce and youth services.

The WDB continually reviews its Strategic Plan when implementing programs and policies for the system and developing the yearly Action Plan for OppInc. and the system. The strategic thinking and planning to create a new strategy occurs every three years. Upon submission of this plan, the WDB will review its current Strategic Plan and modify it if needed for the period July 2017 through June 2020. The WDB is committed to ensuring that its strategic plan supports the goals identified for the workforce system. To develop a new comprehensive strategy every three years, the WDB has a Policy and Strategic Planning Committee. As part of the strategic planning process, the Committee will examine the WDB’s new roles under WIOA, re-evaluate its mission and set strategic priorities.

The WDB, through OppInc., serves as a strategic leader and convener of employers, workforce development professionals, education providers, economic development and other stakeholders to drive innovation and alignment of required partner investments at the state, regional and local
levels. The WDB, cognizant of the powerful role ascribed to them in the law, operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the local area. With a solid role as change agent, the WDB leads the development of strong, vibrant and robust systems designed to ensure that the right talent is developed at the right time to meet the pipeline needs of the region.

The WDB uses data in new and more effective ways to drive strategic planning and operational efficiency; decisions are data-driven to ensure that workforce investment, educational and economic development strategies are based on accurate assessments of regional labor markets. The WDB works together with other local boards and the Virginia Workforce Development Board to maintain a data collection system and conduct analyses on a quarterly basis, or more often if needed, to identify employer needs for talent, as well as which industries anticipate growth, and determine to what extent the talent pool meets employer requirements. For example, decisions about talent development approaches, including which training programs to fund, are based on these analyses. Relevant workforce intelligence is critical to periodic evaluations of the workforce system, which is the basis for continuous improvement opportunities.

The Hampton Roads Workforce Area is measured annually by performance benchmarks that monitor local and statewide outcomes associated with WIOA programs and services. This includes Entered Employment Rate, Employment Retention Rate, Median Earnings and Credential Attainment Rate for the WIOA Adult and Dislocated Worker Programs. The WIOA Youth Program is measured by Literacy/Numeracy Gains, Entered Employment Rate, Employment Retention Rate and Credential Attainment Rate. Goals for the aforementioned metrics have been established with the State and will be used on an ongoing basis in order to measure performance progress. Calculation of actual performance for these metrics will be done in accordance with State and DOL guidance.

Additional metrics to be established by the Virginia Board of Workforce Development will also be used to measure performance. Also, The WDB has established real time customer usage
metrics for the One-Stop System which will remain in place and be refined as needed based on partner input.

In PY’15, The Hampton Roads WDB exceeded all Youth, Adult and Dislocated Worker performance benchmarks making it one of the highest performing local workforce areas in the Commonwealth. The Hampton Roads WDB is on track to do so in PY’16.

In addition to the aforementioned measures, the WDB is beginning a process to develop their Operational Business Plan. Through this process additional metrics will be established. Once established, it is the intent of the WDB to establish a dashboard of critical measures to measure the outcomes of the strategic goals. Metrics under consideration will include:

**Strategic Goal I:** Lead stakeholders in the creation and implementation of a common regional workforce development strategy that has tangible employment and economic growth results.

- Results of an ROI study demonstrates to individuals using the services as well as to tax payers and community at-large the impact of services to jobseekers and employers on a variety of factors to be determined (e.g. economic, productivity, etc.)

**Strategic Goal II:** Be recognized as the regional workforce development knowledge leader and provide valuable labor market information (LMI), models and best practices to job seekers, employers and stakeholders.

- Initiate (a specified number to be determined) of requests by media, researchers, funders to provide expertise regarding workforce and economic development.

**Strategic Goal III:** Deliver effective workforce development services through funded programs with excellence and ensure alignment with the common regional workforce development strategy.

- Increase and sustain customer satisfaction of jobseekers
- Increase and sustain customer satisfaction of employers
- Increase and sustain partner satisfaction.

**Strategic Goal IV:** Ensure strong organizational health including a high performing staff and robust funding.

- Revenue is sustained and non-governmental revenue increases by (a % yet to be determined by the board).
As part of this data-driven philosophy and execution, the WDB has an electronic dashboard of measures that include the WIOA performance and a return on investment (ROI). Metrics are monitored monthly by the Board.

**Strategy and Partnerships**

*Provide a description, taking into account the analyses described above, of a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals.*

The WDB will utilize several strategies to work with the core programs to realize its regional and local goals, to include:

- Consistently using labor market tools such as O*Net and EMSI to forecast emerging career paths;
- Assessing skill requirements for training against employer demand;
- Collectively supporting business engagement efforts across partners, through the OppInc. Business Services Team and the Coastal Virginia Business Services Partnership;
- Convening employer groups with training providers and core partners to implement skills development opportunities that more effectively include at-risk populations;
- Utilizing a business information system across the core partners that effectively gathers and shares information that informs joint planning and training development initiatives;
- Collecting and analyzing employer satisfaction information that serves to increase efficiency of service to employers;
- Establishing the Hampton Roads area as a Work Ready Community;
• Jointly establishing career pathways in key occupational sectors;
• Fully integrating core partners into service delivery system within the OppInc. center and affiliate sites;
• Continuing to work with community colleges to align training for occupational and soft skills with job seeker and employer needs;
• Developing specific communication and outreach strategies that target individuals most at need for services, including basic skills deficient individuals, offenders and those with disabilities; and,
• Establishing relationships with potential alternative funding sources to enhance services provided by all the core partners.

To foster a collaborative approach at the onset that would result in support of the strategies included in this plan, OppInc. is committed to community involvement in the formation of the local plan. Additionally, the WDB created a Local Planning Team made up of representatives of all the WIOA required partner programs, those identified in the state’s combined plan, and other key stakeholders. The team met three times in meetings facilitated by the Board’s workforce consultant. During the meetings, partners addressed the key areas outlined in the state’s planning document. The team also discussed OppInc.’s approach to integrated service delivery, ongoing plan execution strategies and continuous improvement. Core partners informed key sections relating to alignment and service delivery for targeted populations.

While the Hampton Roads WDB providers and partners have a wide array of partnerships, there is a need to expand relationships with more organizations and partners. The Planning Group expressed a need to broaden outreach to ‘nontraditional’ organizations to reach segments of the jobseeker population not currently being reached. Ideas for broader outreach and relationship development to form strategic partnerships as well as strategies to carry out workforce development activities included:
• Create formal connections with faith-based organizations such as Catholic Charities.
• Maximize 211, ensuring that all partners are listed and all information is accurate.
• Conduct regional resource mapping of workforce and education partners.
• Create pathways for individuals with a low skill level to get to ‘bridge’ programs that help them increase their skill levels to where the workforce system then continues to help them build skills to the level required to enter training and/or the workforce.
• Change the perception that the workforce system/centers only provides ‘low skilled’ workers to employers.
• Develop more robust partnerships with industry associations to better connect to employers.
• The Business Services Team should do a formal Process Review of core processes that intersect with employers. The review must be system-wide to eliminate barriers to employer participation and to ensure that each vendor/operator across all counties is utilizing the same process and practices.
• Create a community wide dashboard with a select set of metrics that measure the outcomes of the entire system.

Additional Strategic Elements

[The local plan must address the following elements per the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(F) which states that each workforce development board shall develop and execute a strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address the following: a regional vision for workforce development; protocols for planning workforce strategies that anticipate industry needs; the needs of incumbent and underemployed workers in the region; the development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships; the setting of standards and metrics for operational delivery; alignment of monetary and other resources, including private funds and in-kind contributions to support the workforce development system; the generation of new sources of funding to support workforce development in the region.]

Strategic Plan

As stated elsewhere in this plan, the WDB has designated OppInc. as the regional convener for the workforce system. In this role, OppInc. plans to conduct a comprehensive strategic planning process which will incorporate the strategies identified in this workforce plan. The outcome of
the process will be a strategic action plan and a business/operational plan. The WDB has a Policy and Strategic Planning Committee. That committee will appoint a Strategic Planning Team that will be charged to continue the strategic thinking begun with the development of this plan. Once the team has produced an updated Strategic Plan approved by the WDB, OppInc. staff will develop a Business Plan that details required resources and how to braid funding from public and private sources. The business plan will also specify measures of success for each strategy and include a timeline for completion of each strategy.

The WDB is committed to promoting sector strategies, career readiness and career pathways. Currently, through the WDB, the system focuses on key sectors aligned to regional economic development targets. While there are several micro-economies within the jurisdictions that make up the region, the following provide the drivers to region’s economic engine:

- Advanced Manufacturing
- Information Technology and Cyber Security
- Hospitality
- Healthcare
- Maritime Industries

The eight school districts in the area have developed career pathways within some of these sectors. Throughout this plan, specific strategies have been identified that are either in development or planned regarding career pathways, sector strategies and career readiness. These strategies include but are not limited to:

- Explore whether a common definition of career pathways will be value added to efforts already underway.
• Explore whether a single, common career pathways electronic platform designed with the consumer in mind will add value. The platform might include video from employees within occupational clusters from the targeted industries describing what they do as well as a career maps designed with a consistent format.

• Establish formal industry alliances within each of the targeted sectors to provide advice on skill requirements, curriculum and forecasting in real time to all the partners within the system.

• Explore the identification of a common set of career readiness competencies to incorporate into education and training curriculum.

• Establish a common set of standards for quality operations and outcome metrics designed to help the WDB and partners assess whether the strategies have had the desired impact.

The WDB has established a regional vision for the workforce development system that was validated through the Planning Team. It is found in the section titled Introduction to This Plan on page 6.

As part of the strategic planning process, and through the establishment of sector-based Industry Alliances, the WDB and partners will conduct a comprehensive survey of local and regional businesses that reflects the local employers' needs and requirements and the availability of trained workers to meet them.

Unemployment and Underemployment

Because of the large military presence in the region, Hampton Roads has a skilled pool of potential workers that few other metropolitan areas offer.

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*6 Community Profile, VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP*
Unemployment

<table>
<thead>
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<th>Unemployment Rate (November 2016)</th>
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<tbody>
<tr>
<td>Hampton Roads</td>
<td>4.6%</td>
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<tr>
<td>Extended Labor Market Area</td>
<td>5.0%</td>
</tr>
<tr>
<td>Statewide</td>
<td>4.0%</td>
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Unemployed (2015)

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<tr>
<td>Hampton Roads</td>
<td>40,783</td>
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<tr>
<td>Extended Labor Market Area</td>
<td>9,433</td>
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Underemployed (3rd Quarter 2016)

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</thead>
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<tr>
<td>Hampton Roads</td>
<td>96,806</td>
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<tr>
<td>Extended Labor Market Area</td>
<td>18,531</td>
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<tr>
<td>Total</td>
<td>115,337</td>
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</table>

Needs of Incumbent Workers

Through the development of this plan, businesses in manufacturing, healthcare and maritime as well as economic development organizations identified the following incumbent worker training needs across the sectors:

- Upgrading technology skills;
- Use of digital tools to accomplish work-related tasks; and,
• Obtaining new skills needed by employers to avert layoff from employment.

Within manufacturing, there is an ongoing need for engineers and a need for new workers to have a combination of hands-on experience as well as technical knowledge.

Funding

The WDB recognized several years ago, that the need in the region for workforce development went well beyond the federal resources provided. In order to act on the vision and mission established for the workforce development system and to be the catalyst for innovative responses, the WDB established a 501(c)(3) affiliate in 2005, known as the Hampton Roads Workforce Development Corporation. The 501(c)(3) affiliate provides an infrastructure to generate new sources of funding, particularly from individual donors, foundations and corporations that will not usually give to a city or county government. The expectation of the WDB is that the 501(c)(3) affiliate will generate new sources of funds for the system in collaboration with partners. In addition, current efforts to partner on grant opportunities will be expanded, with an agreement that OppInc. or the 501(c)(3) affiliate would administer grants on behalf of all partners involved, thus reducing administrative costs. This construct does not mean that the WDB, through OppInc., must be the lead on all grants. Any partner may take the lead on a collaborative grant, as appropriate, and utilize OppInc. or the 501(c)(3) affiliate as the administrative arm.

Current efforts to generate new sources of funds include:

• Requesting that each of the eight (8) localities that make up the workforce area provide resources based on the number of residents in that jurisdiction;

• Soliciting individual donations from industry leaders;

• Soliciting donations from businesses;

• Soliciting funding from small foundations related to:
As part of the Business Plan, the WDB will create a comprehensive fundraising plan aligned to this plan and partner needs. The plan will include:

- New funding targets;
- Identification of sources of funds including foundations and corporations;
- An individual donor strategy;
- Participation in the Social Security Administration (SSA) Ticket to Work Program; and,
- The fundraising ‘pitch’. A funding pitch is an argument for why a donor should invest.

1. **The Opportunity or Need**: The community need that exists and why people should care.
2. **The Solution**: The solution that the nonprofit provides to that need and the results currently being achieved.
4. **Team**: The management team (e.g., partners and administration) in place and why they are uniquely positioned to successfully implement the plan.
5. **Budget**: The amount of capacity capital needed to implement the plan and its intended use.
6. **Ask Amount**: How much is being asked of the specific prospect to invest.
7. **Projected Social Return on Investment**: How the investment of capacity capital compares to the ultimate impact the organization will achieve once the plan comes to fruition.

The forthcoming MOU development process described elsewhere will include each partners’ in-kind contributions to support the system and how partner resources will be aligned in six key areas that support an integrated one-stop delivery system:

- Participation in a **COMMON REFERRAL SYSTEM**;
- Participation in a **COMMON CUSTOMER SATISFACTION SYSTEM**;
- Use of **CAREER COMPETENCIES** and **SKILL STANDARDS**;
- Contribution to and participation in **CROSS-AGENCY TRAINING**;
- Ensure **CUSTOMER** subgroups are served; and,
- Participation in the development, purchase and/or use of **COMMON TECHNOLOGY**.

**SECTION 2: LOCAL WORKFORCE DEVELOPMENT SYSTEM ELEMENTS**

**Programs and Partners Overview**

[Provide a description of the workforce development system in the local area that identifies: the programs that are included in the system; how the Local WDB will support the strategy identified in the State Plan under § 676.105; how the Local WDB will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment; how the Local WDB will collaborate with the community colleges; how the Local WDB coordinates and interacts with Chief Local Elected Officials (CLEO); how the Local WDB meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs; how the Local WDB conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the Local WDB.]

**System Programs**

As a partner in Elevate Virginia, local leaders focus on regional labor demands and then engage the training capacity of school divisions, community colleges, the Virginia Employment
Commission (VEC), one-stop centers, job developers, career coaches, community-based organizations, and a broad spectrum of supportive services to get local area citizens prepared for high-skilled, high-wage jobs. The programs in the regional system include:

**Virginia’s Community College System**

- Paul D. Camp Community College
- Tidewater Community College

**The Virginia Department of Education**

The Virginia Department of Education administers Title II of WIOA as well as activities funded through the Carl D. Perkins Career and Technical Education Act of 2006. In the Hampton Roads region, the following programs are available:

- **Adult Basic Education (ABE).** These programs consist of instruction that provides basic skills for adults who are performing below the ninth-grade level in reading, writing, mathematics and other basic skills. Adult education is a key component in the workforce development continuum in the region. Services are delivered primarily through the Region 20 Adult Education Consortium, a consortium of the region’s school districts.

- **Secondary Career Technical Education.** Career and technical education programs in Virginia public schools serve more than 281,000 students in grades 6-12. These programs are designed to prepare young people for productive futures, with business recognized skills, while meeting the Commonwealth's need for well-trained and industry-certified technical workers. Services are delivered primarily through the Region 20 Adult Education Consortium, a consortium of the region’s school districts.

**The Virginia Employment Commission (VEC)**

The VEC administers Title III of WIOA. VEC is a co-located partner in the one-stop centers and provides the following services:
• **Employment Service (ES).** The Employment Service (or Job Service) provides job search assistance and recruiting and referral services to employers. Services available to workers include job referral and placement, referral to training and job search activities.

• **Unemployment Insurance (UI).** The unemployment insurance program is administered by each state with oversight by the U.S. Department of Labor (DOL). Federal law provides the guidelines, but the state determines many requirements related to eligibility, benefit levels, and tax rates. The UI program has three broad objectives:
  - Alleviate hardship for the unemployed;
  - Promote reemployment; and
  - Provide economic support for communities facing significant job loss

The program's principal aim is to alleviate hardship by providing transitional income support during periods of unemployment.

• **Jobs for Veterans State Grant.** The Jobs for Veterans State Grant (JVSG) provides funds to serve eligible veterans and to perform outreach to employers.

• **Trade Adjustment Assistance Act.** The Trade Adjustment Assistance (TAA) program is a federal program established under the Trade Act of 1974. The TAA program provides aid to workers who lose their jobs or whose hours of work and wages are reduced because of increased imports.

**Department of Labor and Industry**

Virginia’s Department of Labor and Industry (DOLI) administers several programs that directly and indirectly impact workforce development activities in the region. The DOLI program included in this plan is one that simultaneously achieves many of the goals of WIOA, including business engagement through its strong partnership with sponsors, credential attainment coupled
with an “earn while you learn” approach to skills development and career and wage progression for apprentices.

- **Registered Apprenticeship.** DOLI provides workers with job training opportunities for lifelong skills and helps employers meet their needs for highly skilled workers through a proven, cost-effective system of registered apprenticeship. The agency helps employers develop training programs and recruit qualified apprentices. Employers provide on-the-job training, and participants spend 4-6 hours per week in related classroom instruction.

**The Department for Aging and Rehabilitative Services and the Department for the Blind and Vision Impaired**

The Department for Aging and Rehabilitative Services (DARS) and the Department for the Blind and Vision Impaired (DBVI) jointly administer vocational rehabilitation programs through Title IV of WIOA. Vocational rehabilitation employment services help people with disabilities get ready for, find, and keep a job. DARS is a co-located partner at the one-stop centers in the region.

**Department of Social Services**

The Supplemental Nutrition Assistance Program Employment and Training Program (SNAPET) is a multi-component employment and training program that provides job search, training, education and work experience to non-public assistance SNAP recipients. The program’s role is to provide SNAP recipients with opportunities that will lead to paid employment and decrease dependency on assistance programs. The Temporary Assistance for Needy Families (TANF) program provides temporary cash assistance and employment-related services to enable families with children to become self-supporting. The program promotes economic independence through participation in the Virginia Initiative for Employment not Welfare (VIEW) program, which offers employment-related activities, education, training and needed support services.
Economic Development

Economic development organizations within each jurisdiction provide business intelligence to the WDB. In collaboration with OppInc., they provide information to new and existing businesses on workforce services available to them for hiring, retention and growth. Since workforce development is an important element of successful economic development, the services of OppInc. are recognized as critical to the economic vitality of Hampton Roads.

Support of the State Plan, Core Programs and Collaboration with Community Colleges

The WDB, through OppInc., has put several strategies in place to work with and support the vision for the workforce development system found in the state’s plan.

- **State Vision.** We envision a Virginia where every business has access to a qualified, job-ready workforce and every Virginian has the skills needed to connect with meaningful employment and advance in a career.

- **WDB Vision.** The WDBs vision is to promote the development of a workforce that is “second to none” and of sufficient quantity to meet employer demand and equipped with the skills that support the expansion of the region’s economy.

- **State Mission.** We help drive Virginia's economic growth by implementing an effective and efficient workforce ecosystem that delivers innovative, integrated, data-driven products and services designed and aligned to meet the needs of businesses and job seekers. We hold ourselves accountable to the system's goals and support high-impact outcomes.

- **WDB Mission.** OppInc. serves as the regional leader of workforce development, ensuring the strategic alignment of efforts that facilitate meaningful employment and
The WDB believes that its local vision and mission supports the vision and mission of the Commonwealth. Each Committee of the WDB aligns its responsibilities with its vision, mission and goals. This mission-driven focus helps to ensure the WDB’s goals are being met.

<table>
<thead>
<tr>
<th>State Goals</th>
<th>WDB Goals</th>
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<tbody>
<tr>
<td>Goal 1: Increase business engagement and deliver value to our business customers.</td>
<td>Goal II: Be recognized as the regional workforce development knowledge leader and provide valuable labor market information, models and best practices to job seekers, employers and stakeholders.</td>
</tr>
<tr>
<td>Goal 2: Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.</td>
<td>Goal III: Deliver effective workforce development services through funded programs with excellence and ensure alignment with the common regional workforce development strategy.</td>
</tr>
<tr>
<td>Goal 3: Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia’s economy and strengthen Virginia’s regions.</td>
<td>Goal I: Lead stakeholders in the creation and implementation of a common regional workforce development strategy that has tangible employment and economic growth results.</td>
</tr>
<tr>
<td>Goal 4: Help individuals, including those with barriers, gain access to the middle class and demonstrate career progression.</td>
<td>Goal III: Deliver effective workforce development services through funded programs with excellence and ensure alignment with the common regional workforce development strategy.</td>
</tr>
<tr>
<td>Goal 5: Ensure that investments in the public workforce system generate quality returns to Virginia and the customers we serve.</td>
<td>Goal I: Lead stakeholders in the creation and implementation of a common regional workforce development strategy that has tangible employment and economic growth results. Goal IV: Ensure strong organizational health including a high performing staff and robust funding.</td>
</tr>
</tbody>
</table>
The WDBs goals were established prior to the state plan. In the new strategic planning process described in this plan, the goals will be evaluated and revised to ensure closer alignment to support the state-wide strategy. Current activities and future plans to promote integration and alignment of core programs and collaboration with community colleges are described elsewhere in this plan.

**WDB Oversight**

Under the auspices of the WDB’s Finance and Audit Committee, Workforce Services Committee and Youth Services Committee, all contractors are monitored annually by OppInc. Monitoring reports include strengths, areas for improvement, contract compliance, findings and corrective actions with due dates.

The OppInc. staff follow an established monitoring protocol to review center and vendor operations. In advance of the monitoring visit, managers are directed to complete a monitoring visit outline and to work with monitors to compile the additional evidence requested for review.

Staff provides a matrix of files reviewed using the monitoring tool that includes the percentage of Adult, Dislocated Worker and Youth cases reviewed with a summary of the issues identified in the audit to WDB Committees. In addition to contract monitoring, ongoing data validation of participant records is conducted by OppInc.

**Chief Local Elected Official (CLEO) Coordination**

The WDB coordinates with the Local Elected Officials (LEOs) first, by the agreements reached in the WDB-LEO Agreement. The link to the Agreement can be found in Section 4 of this plan. Second, each of the LEOs sit on the Hampton Roads Planning District Commission. In
consideration of their time, the WDB coordinates with the Planning Commission to carry out the responsibilities assigned to the CLEO Consortium. Finally, as the grant recipient for Area 16, the Mayor of Virginia Beach serves as the designated CLEO. The President and CEO of OppInc., who is also the Executive Director of the WDB, communicates regularly with the CLEO through one-on-one and group meetings, memos and emails.

**Meeting Sunshine Provisions and Staffing**

At the beginning of each program year, the schedule of the WDB and its committees is posted on the OppInc. website with a notice that all meetings are open to the public. In addition, notices are posted one week prior to each meeting with the agenda. During each WDB meeting, members of the public are invited to speak. Speakers are limited to two minutes at the end of each meeting.

**Collaborative Strategies**

*Provide a description of how the Local WDB will work with entities carrying out core programs to: expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; improve access to activities leading to a recognized credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

The WDB has been moving toward total integration and alignment of services since the inception of WIA. It is using the implementation of WIOA to catalyze the incremental progress each year. The WDB and the partners have identified five (5) key collaborative strategies that are discussed in detail in various sections of this plan. These are either currently being executed with improvement strategies in place or they will be implemented as part of this plan.
Cross Training. The partners currently participate in training about how to access each other’s services. A more formal joint training plan is in development to include career coaching competencies and how career coaches should utilize LMI.

Referrals. Referrals are consistently made between partners. However, these referrals are informal. The plan is to create a common referral system that ensures a ‘warm hand-off’ and follow-up.

Information Sharing. Through the one-stop centers, partners regularly share information on changes in service and how to access services. This information sharing also includes an examination of how to better collaborate to ensure a quality customer experience.

Technology-Driven Management Systems. The plan is to evaluate and implement a common jobseeker management system and a business contact management system.

Common Branding and Marketing. Through this plan, the partners have determined a need for a common regional brand.

These strategies will occur on a consistent basis within the workforce development system and will be codified in the MOUs with partners.

DARS has an onsite presence in the one-stop centers and all partners access DARS services and resources by facilitating referrals of customers with disabilities. Working through its WIOA service providers, the WDB has promoted enhanced collaboration with Basic Education,
Vocational Rehabilitation and Military Transition programs through the Department of Defense, the Virginia Department of Social Services, Redevelopment and Housing Authorities along with other agencies that target services to those most in need. Leveraging resources with each of these organizations has allowed and will continue to allow the WDB to expand services to those with barriers.

Veteran Services representatives (Vet Reps) are currently onsite in the one-stop centers. Veterans receive priority on job openings listed in the Virginia Workforce Connection for a period of 24 hours before the general public. In addition, the Vet Reps participate in meetings with the integrated service delivery staff and the OppInc. Business Services Team to share information about job openings and to make appropriate customer referrals.

Self-service access is also provided to all job seekers and employers. Services may be accessed from computer workstations at the comprehensive one-stop centers and personal desktop computers through the internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed materials, which are also available at the centers.

Services are currently integrated between the WDB and the Wagner-Peyser partner (the Virginia Employment Commission) either wholly or partially at the one-stop centers. Staff are not identified by employer or agency but rather as one-stop center employees and deliver services by function. The partners are moving toward a formal functional approach that defines three core functions under which all partner staff will organize. The three functions will include Talent Engagement, Talent Development and Talent Employment Service units.
All basic career service recipients in the one-stop centers are co-enrolled in Wagner-Peyser and WIOA. There will be an increased emphasis in all WDB service provider contracts beginning in 2017 on industry-recognized credentials that enhance movement along established career pathways.

An Integrated Services Leadership Team comprised of OppInc., DARS, VEC, Adult Literacy, colleges and contractor local management staff meet monthly to discuss policies, service levels and service delivery issues to maintain a consistent level of quality across the centers. The WDB has a staff position assigned to a liaison role with contractors’ local management. This integrated service system results in streamlined services to customers and eliminates confusion surrounding which agency provides the service.

**Business Services**

*Provide a description of how the plan shall specify the policies and protocols to be followed by all of the region’s workforce development entities when engaging the region’s employers; address how the region’s workforce entities will involve employers in the formation of new workforce development initiatives; identify what activities will be undertaken to address employers’ specific workforce needs; to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations; to support a local workforce development system that meets the needs of businesses in the local area.*

The WDB embraces the philosophy that businesses are the primary customer and job seekers are the primary beneficiary. Employers create job growth and as such must guide the workforce system. Yet, the WDB not only views employers as the customer, but also a partner in economic growth and talent development strategies. As such, OppInc. has created an approach to providing businesses, including small business, with solutions to their workforce needs and to
better engage and formalize relationships with employers and implement the business services-related aspects of WIOA.

This approach includes the formation of a staff level Business Services Team that provides a single point of contact for businesses across all workforce system partners. The OppInc. Business Services Team collaborates with business-focused staff from each of the WIOA core partners as well as staff from other partner agencies engaged in employer contact such as the Chambers of Commerce and Economic Development organizations in each jurisdiction. This collaborative group, known as the Coastal Virginia Business Services Partnership, includes business services related representatives from OppInc., the VEC, Southeast Virginia Rapid Response, DBVI, Goodwill of Virginia, DARS, Hampton Roads Economic Development Alliance, local economic development departments, local social service departments and local housing authorities.

The mission of OppInc.’s Business Services Team is to serve as the regional leader of workforce development, ensuring the strategic alignment of efforts that facilitate meaningful employment and economic growth in Hampton Roads, while excelling at the delivery of business, workforce and youth funded services. The role of the Coastal Virginia Business Services Partnership is to convene regional business, education, economic development and other partner organizations that provide workforce services to business for identifying workforce needs and aligning activities to address them. Based on best practice research, the WDB has identified the key elements of an integrated system to deliver business services. The Business Service Team is continuously working toward building and enhancing these key elements:

- A client relationship management system;
• Protocols for how to interact with the business customer to provide consistency;
• Coordinated business development across vendors and core partners;
• Communication strategies around services offered through the entire system; and
• Collection of business customer satisfaction data.

Services Provided by Business Services Team

The OppInc. Business Services Team offers the following business services to both large and small employers within the region:

• **Talent Development and Retention Services** including assessments and skill gap analysis, assessment of job applicants for the Career Readiness Certificate (CRC), assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.

• **Consultation, Planning and Growth Services** including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.

• **Recruitment, Screening and Placement Services** including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.
Business Services Team Policies and Procedures

A standard timeframe policy is adhered to regarding information and service delivery:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

The OppInc. Business Services Team conducts ongoing activities on behalf of the system to disseminate information regarding available services to business customers and to facilitate access to such services in an expeditious manner. Information may be provided through formal group presentations or on an individual basis, as applicable and appropriate.

The WDB also believes in an industry-wide approach and has invested in building partnerships with employers in key industry sectors in the region. These industry-led partnerships are key to delivery of services across the workforce system.

Continuous Improvement of Business Services Provided

Strategies to strengthen engagement of employers and the identified targeted industry partnerships in collaboration with economic development programs include:

- Conduct regular meetings with key business organizations such as chambers of commerce, sector associations, alignment with economic development entities, and industry sector engagement;
- Identify targeted industry partners to create initiatives that focus on development of the talent pipeline;
• Conduct outreach to business groups and associations for increased engagement and collaboration;
• Convene a small business advisory group to support capacity building and retention;
• Create and train teams of employers from the board(s) to go into other businesses to seek out information on their workforce needs and to build awareness of the services offered;
• Increase core services offered to business customers;
• Expand work and learn strategies; and
• Ensure a core set of work ready competencies are taught and commonly certified by all providers.

The Local Planning Team identified the following strategies to strengthen services to employers:

• Create a common web portal or one call number for business to be able to access all the services available to them;
• Create ways to better communicate with business as a system to learn current and projected workforce needs;
• Establish a common language among partners to communicate with one voice to business when describing what the system does and how the system does it;
• Develop focused questions to ask businesses about their needs;
• Establish a partnership with economic development to interface with businesses and gather intel on their ongoing business interactions;
• Focus on increasing small business development activities; and
• Align workforce development efforts with industry clusters across the region.
An additional area of opportunity identified during the SWOT analysis was to promote entrepreneurship. As such, the following strategies will be incorporated into the WDB’s strategic planning process:

- Inform and educate the client service staff’s (workforce, ED departments, etc.) on what resources are available (university small business development centers, SBA, etc.);
- Promote and highlight successful entrepreneurial efforts;
- Provide customers with information on available funding and where to get advice; and,
- Promote entrepreneurship as part of early education and career awareness programs.

The Business Services Team periodically reviews feedback regarding the value of services received by business customers and their overall experience as part of an ongoing process to support the continuous improvement of the OppInc. Business Services Team and the Coastal Virginia Business Services Partnership efforts. Feedback is also obtained informally through discussions with individual business customers and through a more formal business customer satisfaction survey instrument. In addition, information regarding the delivery of business services through the Business Services Team is provided to the WDBs Business Services Committee.

**Employer Engagement**

OppInc. has been designated the regional convener for the area and as such, has developed a local plan for employer engagement, per VBWD Policy No. 13-01 Business Service Requirements for Local Workforce Investment Areas. The WDB and its partners, through OppInc. support employer needs by undertaking the following strategies:

**Access:** Encourage more employers, across business size and industry sectors, to engage with the workforce system to meet their respective short- and long-term needs.
Alignment: Align members of the OppInc. Business Services Team and all partners to ensure that employers are being served by the American Job Center brand, and that services are organized and synchronized.

Accountability: Improve services by measuring effectiveness and responsiveness to employers, and monitoring and integrating information provided by the selected contact management system and other tools with matching functions to link employers and job candidates for timely filling of positions.

Growth: Continuously improve services by developing a consistent protocol to learn from and respond to business needs in a real-time feedback loop that includes performance outcomes and employer surveys.

None of these strategies can be executed if employers are not aware that services exist to help them with their workforce needs. Our operating principle, foundational to the key strategies above, is to expand our reach through communication and outreach to let businesses know that there is a system, what it does, and how it might meet their talent development needs.

Key components for alignment and integration include:

- Industry-led partnerships;
- Career pathways;
- Single point of contact; and,
- Common metrics.

To better serve businesses and employers in the region, one goal of the OppInc. Business Services Team is to lead stakeholders in the creation and implementation of a common
regional workforce development strategy that has tangible employment and economic growth results. To accomplish this, all partners are working on the following objectives:

- Serve as the architect and facilitator to drive alignment on a shared workforce development vision, goals and strategies and resource sharing among stakeholders;
- Eliminate fragmentation and duplication of efforts through a coordinated approach;
- Move toward single-industry advisory boards which are available to all workforce development stakeholders; and,
- Align efforts with economic development.

Economic Development Collaboration

[Provide a description of how the Local WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local WDB will promote entrepreneurial skills training and microenterprise services.]

The WDB has always recognized the importance of a partnership between workforce and economic development. Engagement in activities with economic development partners is a region-wide effort that provides a more holistic approach that creates an environment where significant job creation can occur. To be a fully trusted partner with economic development, the system of workforce services and the ability to respond effectively is continuously being improved.

Currently collaboration with each of the economic development entities in the region occurs primarily through OppInc. OppInc. convenes regular meetings with economic development entities though:

- OppInc. Business Services Committee;
- One-on-one regular meetings; and
Participation on the Executive Committee and Regional Economic Development (RED) Team of the Hampton Roads Economic Development Alliance.

The Planning Team identified the following strategies to enhance and improve collaboration. These will be further developed through the strategic planning process described elsewhere in this document:

- Convene all the Economic Development directors and staff within the region on a regular basis;
- Engage education partners in economic development projects, as needed;
- Develop methods to institutionalize relationships;
- The WDB should become the one-stop to bring together all the workforce assets for economic development when they are engaging with new and existing prospects;
- OppInc. should become the ‘go to place’ for businesses looking to upskill their workforce so that they are provided information on the available training resources;
- Create a common marketing and communication strategy with one brand and one logo that identifies the workforce system, with OppInc. as the single point of contact to provide information and coordinate access to all the resources; and
- Develop engagement strategies that elevate the workforce and participation in workforce activities to a higher priority for all the economic development organizations in the region.

One-Stop System

[Provide a description of the one-stop delivery system in the local area, including: how the Local WDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers; how the Local WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means; how entities within the one-stop delivery system, including One-Stop Operators and the One-Stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic]
accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; the roles and resource contributions of the one-stop partners; the services provided by each partner mandated by federal and state law, and other optional partners; the Virginia Workforce Center Operator for each site in the area; the physical locations of each comprehensive Virginia Workforce Center in the local area, and the collocation strategy for each center (current and planned); if applicable, the locations of Virginia Workforce Network affiliated sites, partner sites or specialized centers.

One-Stop Delivery System

The WDB, with the concurrence of the CLEOs of the region and the Governor, directly provide the WIOA Career Services, defined under Section 678.430 (a) (b) and (c) and Section 678.435 (a) (b) and (c) of the WIOA Final Rules and Regulations, for Adult, Dislocated Worker and Business Customers, through the one-stop delivery system. WIOA Title I Career Services staff continue to be employed by OppInc. of Hampton Roads, the operating arm of the WDB. OppInc. manages the staff delivery of Career Services daily, delivered in partnership with required one-stop partners, under the overall coordination responsibilities performed by the one-stop center operator. This approach for the delivery of Career Services serves to build on the excellent programmatic performance outcomes and effective and efficient operational practices demonstrated to date, to provide for continuity of such in the future as we support the ongoing and continuous improvement of service delivery for all one-stop center customers. Performance outcomes regarding the delivery of Career Services are regularly reported to the WDB through the Workforce Services Committee, as well as, to the current one-stop operator consortium. Regular meetings with the new one-stop operator, once selected, will be held to ensure optimal communications and the effective ongoing delivery of Career Services.

The OppInc. Business Services Team collaborates with business-focused staff from each of the WIOA core partners as well as those from other partner agencies engaged in employer contact
such as the Chambers of Commerce and Economic Development organizations in the region.

All core partners have participated for several years with OppInc. and in the partners’ network. Many leaders of these partners are also members of the WDB. These connections and partnerships are focused on alignment of service strategies and on reducing duplication and confusion among employers and job seekers relative to meeting workforce needs.

All basic Career Service recipients in the OppInc. One-Stop Centers are co-enrolled in Wagner-Peyser and WIOA. There will be an increased emphasis in all WDB service provider contracts in 2017 on industry-recognized credentials that enhance movement along established career pathways.

Services are currently integrated between the WDB and the Wagner-Peyser partner either wholly or partially in the one-stop centers. Staff are not identified by employer or agency but rather as OppInc. center employees and deliver services by function within the new customer flow previously mentioned.

The current One-Stop Operator Consortium, comprised of DARS, VEC, the City of Virginia Beach and OppInc., meet periodically to discuss policies, service levels and service delivery issues to maintain a consistent level of quality within and between the centers. This integration results in streamlined services to customers and eliminates the confusion of which agency is providing a service, i.e., services are provided by the OppInc. comprehensive one-stop center, affiliate sites, and partners.
Continuous Improvement

The WDB has several systems in place to ensure continuous improvement. The current One-Stop Operator Consortium ensures that all facilities, technology, services, partner services, employment placement and outreach materials meet all compliance requirements. In addition, ongoing training in areas such as case management strategies, integrated service delivery models, regional and locality assets and customer service are provided to entities with a presence in the one-stop centers.

The WDB is considering implementation of a systemic continuous improvement certification process utilizing the Baldrige methodology. All partners and contractors will be required to submit a continuous improvement plan and community agencies providing support services are encouraged to participate. As a community service, the WDB will provide free workshops and technical assistance to enhance the capacity of all providers in delivering strong and coordinated services to all employers and job seekers.

The WDB is committed to using evidence-based practices and benchmarking to find opportunities to improve all processes, systems and services. OppInc. utilizes many sources to find nationally recognized practices, including resources provided through the National Association of Workforce Boards (NAWB) and the National Association of Workforce Development Professionals (NAWDP).

The WDB used multiple platforms to manage performance measures in PY 2015 as well as additional internal systems and indicators of interim performance, including real-time placement and wage analysis from closure information from proprietary tracking systems provided by our contractors.
Close communication with contractors and analysis of required monthly reports, based on clearly defined contractor performance standards, results in discussion that leads to targeted improvements in service delivery strategy. Contractors are involved in strategic planning with WDB staff for the entire workforce system.

Focus groups and other methods of soliciting customer input may be utilized to determine whether planned service delivery is accomplishing objectives, according to those actually receiving services.

**Access to Services**

OppInc. revised the customer flow under WIOA to ensure that access to Career Services was timely and unencumbered for the customer. The new customer flow ensures that access to training services will be expedited for those eligible. The customer flow chart is attached as Appendix B.

The Hampton Roads Career Access Network (CAN) locations connect individuals to career related information and services within their own communities. Services are provided through a partnership with OppInc. and local community organizations, agencies, public libraries, public school systems, postsecondary educational institutions and municipalities. CAN locations offer essential career exploration, job search assistance, labor market information, financial literacy education and employer recruitment activities. They enhance the ability of individuals to access specialized training in adult and youth workforce development subject matters delivered through
a virtual on-demand career portal, scheduled individual assistance, a calendar of available
workshops and a robust series of career related events.

OppInc. currently has over 50 CAN locations throughout Hampton Roads including every public
library in the region. The sites utilize existing staff that have gone through training provided by
OppInc. on many subjects as well as how to link individuals to the multitude of services. The
CAN website acts as a virtual career website and allows individuals to sign in and request
assistance directly from OppInc., allowing OppInc. to capture data on the needs for career related
assistance throughout the community. The program seeks to serve more than 1,500 individuals
annually.

The WDB is committed to ensuring meaningful access to services in the OppInc. one-stop
centers for all customers. The centers are expected to meet the needs of their customers by
ensuring universal access to their programs and activities for all eligible individuals.
Meaningful access includes access to service delivery, resources and customer support
throughout the process. The partners will be exploring strategies and process for deliberate
navigation for customers through key personnel for both the job seeker customer and the
business customer.

Services to job seekers include:

- Job preparation workshops;
- Career assessments;
- Job search assistance;
- Employability plan development;
- Placement assistance;
• Job training;
• Occupational skills training;
• Case management; and
• Post-employment follow-up services

OppInc. and its partners understand that no matter how streamlined the system may be, some customers will need additional navigation support. Core partners are currently reviewing how best to assist both sets of customers navigate the system. In addition, OppInc. will continually work with partners to enhance and eliminate gaps in the customer flow and service delivery model that inhibits customers from receiving meaningful access.

Section 188 WIOA Nondiscrimination and Equal Opportunity and Americans with Disabilities Act of 1990

The OppInc. one-stop centers and partners are required to provide reasonable accommodation for individuals with disabilities to ensure equal access and opportunity. OppInc. and its partners comply with all provisions included in the Americans with Disabilities Act. Staff serve individuals with disabilities by ensuring accommodations are available as necessary to assist with employment and training needs. Within the centers, assistive technology is available for use, including American Disability Act-compliant computers in the resource rooms and classrooms. In addition, an American Sign Language interpreter is provided at the comprehensive and affiliate centers, as needed. OppInc. staff will work with partners to ensure alignment of staff development and will request that local DARS staff provide training and support to all core and required partner staff addressing the needs of individuals with disabilities.
All sites have been officially evaluated for accessibility and continue to provide access to facilities, services and technologies to individuals with disabilities. Materials are provided to individuals who self-disclose a need. Centers have TTY and other ADA equipment available. DARS has an onsite presence in the one-stop centers and facilitates referrals of customers with disabilities.

The local area adheres to all laws related to discrimination referenced in WIOA Section 188 and will also adhere to all non-discrimination procedures and policies in place through the OppInc. administrative structure.

OppInc. will ensure that sub-recipients utilize appropriate procedures and processes under the ADA and Rehabilitation Act -Title IV. All service providers, including sub-recipients, may be subject to the following provisions of law:

- Section 188 of the Workforce Innovation and Opportunity Act, which prohibits discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief and requires that reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.

- Section 504 of the Rehabilitation Act, which prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance.

- Title I of the Americans with Disabilities Act, which prohibits discrimination in employment based on disability.

- Title II of the Americans with Disabilities Act, which prohibits State and local governments from discriminating based on disability.
• Section 427 of the General Education Provisions Act, which requires recipients to ensure equitable access to, and participation in, certain programs run by the U.S. Department of Education.
• Virginia’s Human Rights Act.

Additional information can be obtained at the EO Policy link in Section 4.

**Partner Roles and Responsibilities**

The WDB has established ongoing collaborative relationships with the WIOA mandatory partners as well as many other organizations that help to sustain an effective workforce system for businesses and job seekers. The following are the area’s **required** one-stop partners and local entities (WIOA Section 678.400 (b)).

1. **Opportunity Inc.**
   - WIOA Adult Funding Stream
   - WIOA Dislocated Worker Funding Stream
   - WIOA Youth Funding Stream

2. **Job Corps**
   - No Job Corps Center in LWDA #16

3. **YouthBuild**
   - No Grantee in LWDA #16

4. **Native American Programs**
   - No Grantee in LWDA #16

5. **Migrant and Seasonal Farmworker Programs**
   - No Grantee in LWDA #16
6. Virginia Employment Commission (VEC)

The Virginia Employment Commission (VEC) administers the Wagner-Peyser system in Virginia, which assists job seekers to find employment; to assist employers in filling jobs; and to facilitate the match between job seekers and employers. Self-services are available to all jobseekers and employers, or jobseekers can receive information in-person at the One-Stop America Job Centers. The Business Services Team (BST), which the VEC is a member, provides employers with assistance in screening qualified applicants, assessing/testing applicants, and assistance with application processing. Opportunity Inc. and the Hampton Roads WDB staff work side-by-side with Wagner-Peyser VEC staff, and do not duplicate any Wagner-Peyser staff efforts.

The Hampton Roads WDB have a strong partnership with the Virginia Employment Commission. Within the next several months, VEC will be fully co-located at the Norfolk Comprehensive Site. A representative from the VEC has sat on the Board of Directors of the Hampton Roads WDB for multiple years, and VEC is a member of the Hampton Roads Business Services Team. VEC offers the following services through the workforce development system.

- Employment Services authorized under the Wagner-Peyser Act
- State Unemployment Compensation
- Unemployment Insurance Programs Assistance for UI/UCX/UCFE/DUA/EB Claims
- Trade Adjustment Assistance under the Trade Act of 1974
- Trade Program that provides aid to workers who have experienced job loss due to international trade
- Jobs for Veterans State Grant Programs authorized under Chapter 41 of Title 38, U.S.C. (VEC Bridge to Employment Program)
- Job Search and Placement Assistance
- Re-Employment Service for recipients of Unemployment Insurance,
- Recruitment and Technical assistance for Employers
- Hosting Employer Recruiting Events
- Screening and Referrals to Employers Position Openings
- Labor Market Information for Employers and Job Seekers
- DVOPs, provide Intensive Services & Case Management Service to Veterans with SBEs to assist with obtaining and maintaining employment
• LVERs who reach out to employers and encourage the hiring of Veteran with SBEs
• Host seminars for employers on hiring veterans
• Foreign Labor Certification Program Migrant Seasonal Farm Worker (MSFW) Staff
• Work Opportunity Tax Credit Program assistance for Employers
• Provide VEC Employer Wage History for Customers and WIOA Partners
• Provide VEC Benefit Payment History on Claimants
• Reemployment Services and Eligibility Assessment (RESEA) program

7. Region 20 Adult Education Consortium

• Adult Education and Literacy authorized under Title II of WIOA

8. Virginia Department for Aging and Rehabilitative Services (DARS).

• Vocational Rehabilitation Program authorized under Title I of the Rehabilitation Act of 1973

9. AARP Foundation

• The Senior Community Service Employment Program authorized under Title V of the Older Americans Act of 1965

10. Tidewater Community College (TCC) and Paul D. Camp Community College (PDCCC).

• Career and Technical Education Programs at the postsecondary level authorized under the Carl D. Perkins Act of 2006

11. STOP Organization

• Employment and Training Activities carried out under the Community Service Block Grant

12. Norfolk Redevelopment and Housing Authority (NRHA)

• Employment and Training Activities carried out under the Department of Housing and Urban Development (Local Public Housing Authorities)
13. Programs authorized under the Second Chance Act of 2007
   • No Grantee in LWDA 16

14. Portsmouth Department of Social Services (PDSS)
   • Temporary Assistance to Needy Families (TANF)
   • Supplemental Nutrition Assistance Program (SNAP)

MOUs are currently in place with each required partner. The WDB will begin a process to revise
and renegotiate MOUs and infrastructure cost sharing agreements under WIOA beginning in
March of 2017 with all new agreements executed by July 1, 2017. One goal for the new MOU
process is to execute an umbrella MOU with all public housing authorities and departments of
social services in the region.

The WDB has established formal MOUs with additional (e.g. voluntary) partners to expand the
one-stop delivery system’s capacity. MOUs are in place with these additional partners:

   • Career Access Network (CAN). As described in the section on Access to Services, on
     page 78, the Hampton Road’s CAN sites are in various community organizations,
     primarily public libraries. OppInc. has MOUs with each of these sites. They provide
     staff and electronic infrastructure for the site and OppInc. staff rotates through these sites
     to provide additional services such as the facilitation of workshops.

   • Local Child Support Enforcement Offices

   • Grant Specific. OppInc. enters into MOUs with various community organizations to
     support specific grant applications. Current examples include Up Center Fatherhood
     Program and the NRHA Jobs Plus Grant.
On behalf of the system, OppInc. works closely with the Chambers of Commerce, local and regional economic development and others; however formal MOUs with these entities are not currently in place. We plan to expand formal MOU partnerships with a variety of organizations based on the needs identified in this workforce plan.

As required by WIOA and the regulations, the Hampton Roads MOU partners have committed to the following roles and responsibilities:

- Provide access to the partners’ programs or activities through the one-stop delivery system, in addition to any other appropriate locations;
- Use a portion of funds made available to the partner’s program, to the extent consistent with the Federal Law authorizing its program and applicable Federal Cost Principles, based on a reasonable cost allocation methodology and to support the infrastructure cost sharing of the one-stop delivery system;
- Provide applicable career services;
- Work collaboratively with the state and local boards to establish and maintain the one-stop delivery system;
- Participate in the operation of the one-stop delivery system; and,
- Provide representation on the local board, as required, and participate on local board committees, as needed.

Center Location(s)

The area has one (1) comprehensive one-stop center located at:

Circle East Building
861 Glenrock Road, Suite 100
Currently, the following partners are co-located either full time or part time in the center:

- VEC with 2 full time employees (FTE), 5 days per week;
- DARS with 1 FTE, 5 days per week;
- Adult Education Consortium with 1 part-time staffer that spends 5 days per week for a total of 20 hours;
- Norfolk Public Schools conducts GED classes 4 half days each week;
- The Virginia Tidewater Consortium Educational Opportunity Center is located on the same floor as the comprehensive center and provides educational and financial aid counseling to one-stop customers on demand 5 days per week;
- 1 part-time Veterans Financial Coach 10 hours per week; and
- 1 part-time AARP Foundation work experience participant assisting with career services delivery 20 hours per week.

DARS, VEC and the Region 20 Adult Education Consortium are co-located in the Comprehensive One-Stop Center and currently pay rent. The plan is to continue to expand partner service delivery through the one-stop system, both virtually and in the comprehensive center. These discussions will occur during the new MOU development process described elsewhere in this plan.

In addition, the area has three affiliate sites located at:

- Virginia Employment Commission
  4824 George Washington Highway
  Portsmouth, Virginia 23702
- Regional Workforce Development
The affiliate sites provide all space and related office infrastructure at no cost.

**One-Stop Operator**

The One-Stop Operator is the systems manager and its responsibility is to ensure that all centers and affiliate sites are configured and operate in collaboration with all the required partners and other potential partners in the region. As the OppInc. one-stop center and affiliate sites require multiple partners to deliver services on site, effective collaboration is essential. The current one-stop operator is the One-Stop Operator Consortium, which consists of the VEC, DARS, City of Virginia Beach and OppInc. The current One-Stop Operator Consortium MOU expires on June 30, 2017.

OppInc., on behalf of the WDB, will issue an RFP for the competitive procurement of a one-stop operator for the region, consistent with Section 678.605 (a) of the Final WIOA Rules and Regulations. The WDB will select the one-stop operator based on the RFP Process. The one-stop operator will coordinate the service delivery of the one-stop system partners and service providers within a physical framework of one (1) comprehensive center and three (3) affiliate sites within the region, as well as any new sites that may be added over the next few years. In addition, the one-stop operator will facilitate the one-stop center certification process in accordance with USDOL and VCCS requirements, as well as, identify and provide continuous improvement opportunities for the one-stop delivery system. The current One-Stop Operator
Consortium members will become an advisory committee that meets regularly with the selected one-stop operator.

The one-stop operator will regularly report to the WDB through the WDB Workforce Services Committee. A competitively procured one-stop operator will be in place by July 1, 2017.

**Professional Staff Development Strategies**

Local integrated training teams provide training as new policies and procedures are introduced, as well as providing ongoing training as a refresher to existing staff as required. Additional customer service training is provided to all staff through webinars and trainers that are brought in annually.

Each staff person located in the center is required to complete the Professional Workforce Development online certification program in accordance with VCCS staff certification requirements within one year of becoming employed with either OppInc. or a partner agency.

The WDBs objective is to train all new contractor staff within the first week of employment in use of WDB policies and the Virginia Workforce Connection system to ensure accurate and timely data entry. Training is delivered jointly by WDB staff and through state-wide training when available. The methods and content of training vary based on job description, but typically involve using the Virginia Workforce Connection training site to provide hands-on training in eligibility determination and case management tools.
Staff development training related to partner agencies, local, state and federal program services will be conducted monthly or as needed. Sessions are facilitated by management, with agency subject experts presenting on behalf of their organization. Another means for providing cross-training is delivered during the monthly onsite meetings. Center staff and community partners meet monthly to share and update information on program services and resources. Brochures, pamphlets and other written materials are easily accessible and are bounteous in the resource center. Also, partner informational sessions are conducted for customers to gain additional knowledge about various community services.

**Adult & Dislocated Worker Services**

*Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, to include: access to and delivery of career services (basic, individualized, and follow-up); the area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals; the area's definition of hard-to-serve populations with additional barriers to employment.]*

The WDBs four primary goals related to its vision for service are described in detail in the introduction to this plan. The goals are related to impact, partnership, systems capacity and communication, all designed to improve employment outcomes for Adults and Dislocated Workers.

All employment services specified in the WIOA legislation are available to Adults and Dislocated Workers either directly in the OppInc. one-stop centers or through the core partners. Training services will be provided in partnership with a vast network of public and private training institutions, including the school districts, vocational technical centers, community colleges, private proprietary schools and four-year public and private educational
institutions. The WDBs delivery of WIOA workforce services for Adult and Dislocated Worker in the local area include but are not limited to:

**Job Seeker Services:**

- **Basic Career Services** such as current labor market information, standard job referrals, job search assistance, workshops and supportive services information;

- **Individualized Career Services** such as comprehensive assessment, job readiness services, career planning, workforce preparation, work and learn strategies, financial literacy services and English language acquisition; and

- **Training Services** such as occupational skills training, customized training, On-The-Job-Training, transitional jobs and entrepreneurial and self-employment training.

Basic and individualized Career Services are provided by OppInc. staff with the concurrence of the WDB, the CLEOs of the region, and the Governor under a waiver to provide such services. OppInc. provides these services within an integrated delivery system under the direction of the WDB and in partnership with the one-stop center partners. Services are delivered through established frameworks and protocols in a customer-focused, outcome-oriented approach that integrates services for both job seeker and employer customers.

The OppInc. website provides job seekers with comprehensive information for all services and activities provided through the one-stop centers. The WDB encourages the development of training modules that facilitate career development in high demand occupational areas primarily through Individual Training Account (ITA) vouchers or through cohort training options. ITA’s can only be used for authorized programs with approved training providers in accordance with applicable state and OppInc. policies. OppInc. enters into ITA Vendor Agreements and Contracts with approved entities for the delivery of training services. ITA programs are
approved by the WDB in accordance with an application process for initial and continued eligibility prescribed by the VCCS.

Target populations are recruited through a dynamic service menu and a network of partners that provide and/or leverage services to meet the needs of each job seeker. The WDB leverages the requirement for UI claimants to physically visit a center as well as marketing of Rapid Response services to employers to increasingly engage the Dislocated Worker population. Keys to recruitment and outreach include:

- An effective talent engagement process at the one-stop centers under the OppInc. brand;
- Referral arrangements with current connections, and establishing new connections with community agencies and affiliates;
- Outreach at community forums, job fairs and employer associations;
- Social media such as LinkedIn, Facebook and Twitter; and
- Establishing agreements with veteran’s services, faith-based ministries and other community-based organizations that serve target populations. The outcomes of recruitment and outreach strategies are regularly assessed by the one-stop Career Services team and adjusted as needed, on an ongoing basis, in consultation with the one-stop director.

The WDB has established the definition of “Self-Sufficiency” for Virginia Workforce Region #16 to be annual family income, at or above the income levels as shown by family size on the Self-Sufficiency Income Guidelines Chart developed and maintained by OppInc. In that regard, otherwise WIOA eligible currently employed adult customers, with annual family income determined and documented to be below the corresponding level for their respective family size,
may receive WIOA career and training services. Family income amounts for this purpose of this policy will be determined and documented by one-stop center staff in accordance with the WIOA Eligibility Determination Guidelines set forth by the VCCS. The income levels shown on the Self-Sufficiency Income Guidelines Chart were developed by OppInc. based on calculations using statistical data and applications from the Virginia Department of Social Services (VDSS), U.S. Census and the Consumer Price Index for Urban Consumers in the South. The Guidelines will be periodically reviewed and revised, as appropriate.

**Rapid Response Coordination**

*Provide a description of how the Local WDB will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.*

The current Southeast Virginia Rapid Response Team is led through the VCCS’ Rapid Response Coordinator for the region. Once a WARN notice is issued, the team organizes and collaborates to get the needed partner services to the business’ employees. When a need is identified that the team cannot provide locally, the lead Rapid Response Coordinator reports that the state is very responsive to helping meet the need.

SEVA Rapid Response helps employers keep the workers they have and helps dislocated workers transition to new jobs. SEVA offers many services and resources to businesses anticipating closing, downsizing, expanding and to dislocated workers. SEVA Rapid Response provides a skilled workforce for the future through quality coordinated Workforce Re-engineering and Re-Employment Service. The SEVA team delivers a systemic approach involving partnerships of the community, service providers and the Virginia Workforce Network; and in so doing becomes a major driver in regional workforce and economic
development initiatives. The SEVA team also offers customized onsite services. The team is led by a transition services consultant who coordinates a staff from the VEC, the local one-stop center and the local community colleges.

**Key challenges**

**The under 50 employees challenge.** The Hampton Roads region has over 34,866 small businesses. Federal funds set aside for rapid response activities can only be used for employers with 50 or more employees. Survival rates for business suggest that about two-thirds of businesses with employees survive at least two years and about half survive at least five years. Being able to provide rapid response type services to small business is a critical need for this area.

**The prevention challenge.** The workforce and economic development systems in this region want to help employers before there is a layoff. However, employers are not forthcoming in providing information about their potential downsizing or closing for a myriad of legitimate reasons. Through better use of real-time data analytics and working even more closely with economic development, the Rapid Response team is exploring ways to identify and then offer help to businesses before the layoff crisis occurs.

**Youth Services Provided**

[Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities; and the following: the local area's strategy for ensuring the availability of comprehensive services for all youth; how the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA; strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program; how the required program design elements will be
addressed as part of the development of youth service strategies; strategies to identify, recruit and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended; policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals; efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies; efforts taken to ensure compliance with applicable child labor and safety regulations; pay-for-performance policy as applicable.]

Comprehensive Services

The WDB has a strong commitment to serving youth and young adults. The local area’s strategy for ensuring the availability of comprehensive services for all youth includes:

- In PY 16, sixteen comprehensive youth services programs for WIOA eligible in and out of school youth will be provided by 12 contractors. Contractors include Virginia Beach City Public Schools Adult Learning Center, Building Blocks Services, Franklin City Public Schools, Mid Atlantic Maritime Academy, Norfolk Public Schools Open Campus, Norfolk Redevelopment and Housing Authority, Pruden Center for Industry and Technology, Southampton County Public Schools, Tidewater Community College, Urban League of Hampton Roads, Virginia Beach City Public Schools and Virginia Tidewater Consortium for Higher Education;

- Services are available to youth from every LWDA 16 jurisdiction under these programs; and

- OppInc. is exploring the creation of The Career Gateway Academy. This program will provide a pathway to employment for out-of-school youth in high demand career fields. Youth enrolled in this program will enter a credentialing program in the high-demand fields, such as Information Technology, Healthcare and Building Trades. Additionally, the Academy will incorporate immersive workplace readiness skills training, onsite
supportive services, assistance with public transportation, paid work experience and assistance with securing unsubsidized employment upon program exit.

Selection of Providers and Delivery of Program Elements

OppInc. selects successful providers and delivers the fourteen (14) youth program elements required under WIOA in the following manner:

- Contracts are entered with sub-recipient program service providers through Requests for Proposals (RFP), proposal review and recommendation from Youth Services Committee and subsequent approval and funding authorization by the Board. Contracts are between OppInc. and the provider and stipulate the specific contract purpose, statement of work, deliverables, performance expectations, maximum budget amount and payment terms, initial contract performance period and a reference to any possible extensions authorized under the RFP, specific assurances and certifications, termination and modification conditions, default consequences and other standard contract clauses. In addition, the provider’s RFP proposal, as accepted by OppInc., is included by reference. Transitioning service providers are provided with applicable training by OppInc., ongoing technical assistance and the transfer of active participant records, as applicable and appropriate. In the event of an unforeseen termination of a service provider, the options of either expanding the capacity of existing service providers to provide for the program services or the issuance of a new RFP will be explored, in consultation with the applicable Board Committee or Youth Services Committee. 75 percent of youth allocated funds will be awarded to sub-recipients for services provided to out-of-school youth;

- Each contracted year-round youth program provider will be responsible for making available thirteen of the fourteen elements required under WIOA. Follow-up program
services will be administered by a WDB staff member for exited youth for each of the year-round in and out of school youth programs; and

- Monitoring of each sub-recipient is conducted on an annual basis with formal monitoring report issued. The monitoring process includes participant interviews, program staff interviews, file and VaWC review, previous program year performance and current program year enrollment status. For each sub-recipient, a sample invoice is selected for review during which all expenditures are checked through the review of expenditure documentation. Summer monitoring includes work site visits and interviews with youth and work site supervisors. Review of the Work Experience Module created by OppInc. is also conducted. This module includes Standard Worksite Agreement, Worksite Host Organization Agreement, Work Experience Program Timesheet, Participant Work Experience Evaluation, Work Experience Statement of Understanding and a Work Experience Supervisor Fact Sheet. All participant timesheets are reviewed monthly and year-round for all participants enrolled in a paid work experience. The Youth Services Committee will review all monitoring reports.

Access to Services

OppInc. ensures that all youth and young adults have access to the required program elements and activities during their enrollment in the WIOA youth program through coordination and collaboration with youth program contractors and local youth service agencies such as Junior Achievement of Hampton Roads and Together We Can Foundation. Youth will be provided with the required program elements and activities during their enrollment.

Sample activities will include tutoring, alternative secondary school services, paid work experiences, occupational skills training, education combined with training for a specific
occupation, leadership development opportunities, supportive services such as transportation, mentoring, guidance and counseling, financial literacy education such as budgeting and learning about credit, entrepreneurial skills training such as developing and implementing a business plan, labor market information and postsecondary education and training preparation.

**Youth Service Strategies**

Required program design elements are addressed as part of the development of youth service strategies by providing youth with an Individual Service Strategy (ISS) at the beginning of their program enrollment. Part of this ISS is the assessment of service needs including assessing the need for the 14 required elements. Any youth assessed to be in need of these elements are provided the element by the program contractor, or be referred to an outside organization in order to receive the element needed.

**Strategies to Identify, Recruit and Retain Youth**

Strategies to identify, recruit and retain out-of-school youth and efforts to ensure the required percent of WIOA youth funds are expended include:

- OppInc. will contract with qualified organizations to provide In-School and Out-of-School Youth programming. For example, in PY16, the WDB has contracted with Virginia Beach City Public Schools Adult Learning Center, Building Blocks Services, Franklin City Public Schools, Mid Atlantic Maritime Academy, Norfolk Public Schools Open Campus, Norfolk Redevelopment and Housing Authority, Pruden Center for Industry and Technology, Southampton County Public Schools, Tidewater Community College, Urban League of Hampton Roads, Virginia Beach City Public Schools and Virginia Tidewater Consortium for Higher Education to provide services. The amount of
funding for the contracted programs is greater than the required expenditures for the out-of-school youth population. Expenditures for the programs will be routinely monitored to assure the necessary funding is expended.

- OppInc. will provide informational materials connecting prospective youth to the year-round contracted programs, host an online referral system at myyouthcareercenter.org, provide general information tables at community events and conduct recruitment workshops at local youth serving organizations through the open access programs; The Youth Career Center of Hampton Roads (YCCHR) and the Career Access Network (CAN). Additionally, staff at the YCCHR will provide individual referrals to in and out-of-school youth as appropriate.

**Services to All Youth, Including Non-Eligible Youth**

The WDBs policy regarding serving youth who do not meet income eligibility guidelines is primarily to provide an appropriate referral. For those youths who do not meet eligibility requirements, the contractors refer them to other area organizations and resources for assistance. Referral resources may include YCCHR, CAN, Junior Achievement of Greater Hampton Roads, Together We Can Foundation, Urban League of Hampton Roads and others. As discussed elsewhere in this plan, the partners will explore how to ensure that all referrals, for youth and adults, include a “warm handoff” and follow-up.

Additionally, OppInc. hosts a multi-day Career Guidance Academy for high school guidance counselors, career coaches and other career guidance professionals. This program provides LMI and behind-the-scenes tours of local high growth industries designed to empower participants to educate their students on local career opportunities.
The WDB follows the WIOA regulations for conducting activities in which participation is limited to eligible youth.

**Coordination with Job Corp and Other Programs**

The Youth Services Committee has several members from Job Corps, local offices on youth, additional youth serving agencies and higher education institutions. One of the year-round youth programs is currently contracted through Tidewater Community College.

**Compliance with Child Labor and Safety Regulations**

Each contract for youth services contains the requirement for compliance with applicable safety and child labor laws. Compliance is assured through the monitoring of these programs and activities. In addition, a copy of the child labor laws is provided to each youth service provider and a copy of an issued work permit is maintained in the participant file, as applicable.

**Pay-for-Performance Policy**

OppInc. currently has one contractor, Tidewater Community College, that is paid based on a pay-by-performance basis, which follows standard procedures for these types of contracts. This contract has an incremental payment schedule that includes the following:

- The first payment will be made for each individual participant enrollment as defined as active participation by a verified and documented WIOA eligible OSY participant for a minimum of two full weeks. Documentation from daily attendance sign-in sheets for each participant, certified correct by the contractor, is required for payment;
The second payment will be made for each participant who completes the program within the twelve weeks of program enrollment. Documentation in the form of a copy of the participant’s school completion certificate and a transcript is required for payment; and

The third payment will be made for each participant who obtains full-time, non-temporary, training related unsubsidized employment, with a minimum starting hourly wage of $8.00, after the successful completion of the program. Written verification of these requirements from the employer or official pay stubs are required for payment.

**Supportive Service Provision**

*Provide a description of how the Local WDB will coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.*

Currently, the WDB does not provide support for transportation or child care, except through our youth contracts when requested by the contractor. A customer who receives an Individual Training Account (ITA) may use some of the funds for uniforms, testing, and books.

OppInc. recognizes the need for participants to gain seamless access to support services. A policy is currently being developed for approval by the WDB that may allocate some WIOA funds for these services. In addition, the MOU in development will address how the partners will coordinate and collaborate to ensure a customer receives support services that may be available from a partner agency at no cost to OppInc.’s WIOA funds.

Understanding the critical role that local community-based organizations provide within the workforce development system, OppInc. will strive to further build partnerships and engage in collaborative activities with the multiple agencies working with the foreign born/trained, veterans, disconnected youth, homeless, returning citizens and persons with disabilities that are
essential in providing strong quality of life support services. Through building this strong and valued collaboration, we can mitigate employment barriers, leverage resources across the system and potentially braid funding streams to connect the capabilities of wrap-around supports for shared customers.

Training Services
[Provide a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used; and the following: how the use of such contracts will be coordinated with the use of individual training accounts; how the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.]

Current education and training service provisions have been designed and implemented in conjunction with regional LMI and are designed to meet customer needs. Strategies to ensure access to training, build training capacity and customer choice include:

- Partnerships with the VEC and other partner organizations to facilitate employability skills-related workshops within the one-stop centers;

- A robust product box of education and training services has been established and is continuously reviewed and updated, as needed. Such is routinely communicated to prospective customers through various outreach and recruitment modalities;

- Job seekers have access to current LMI related to growing and emerging industries;

- Local businesses are engaged to identify industry needs and education partners are consulted to develop customized training to address needs;

- Customers are counseled on an individual basis to assess work readiness, identify barriers and develop plans of action inclusive of education and training services;

- Customers are engaged at first point of entry by the career services team and are oriented to center services that are inclusive of education and training services;
• Customers requiring more intense service are provided the opportunity to work
individually with a one-stop career developer in a holistic approach in addressing barriers
of employment and the provision of resources, including training opportunities to meet
job seeker needs;
• Individual Employment Plans are developed with customers so that they move
strategically along a career pathway; and
• Individuals seeking WIOA funded training assistance have the freedom of “customer
choice” in selecting the educational and training program that best fits their personal and
career needs, from a list of authorized training programs offered by eligible training
providers for WIOA. One-stop center staff assist individuals with making informed
decisions by providing, LMI, program performance data, and other information related to
approved training provider programs.

The WDB follows all requirements in the administrative guidance provided in the Virginia
Community College System VIRGINIA WORKFORCE LETTER (VWL) # 14-17
(http://www.elevatevirginia.org/wp-content/uploads/2016/05/VWL-14-17-Minimum-Training-
Expenditure-Requirement-3-2.pdf) that directs all Local Workforce Development Areas
(LWDA) to ensure that at least 40% of their formula-allocated expenditures in a program year
are expended on allowable training costs in the WIOA Title I Adult and Dislocated Worker
programs.

Following this guidance, the WDB has budgeted a minimum of 40% of the Adult and Dislocated
Worker funds for training. To ensure appropriate access and expenditure of these funds, OppInc.
and its partners have reexamined the customer flow in the one-stop centers under WIOA. The
new customer flow provides an expedited approach to ensuring those who are qualified and
ready for training can move into training quickly. The new customer flow is shown in Appendix B and has been described elsewhere in this plan. In PY’15, the WDB expended 48.10% of the funds on training. Thus far in PY’16 through November 30, 2016 the WDB has expended 45.50% of the funds on training services.

The WDB may provide training through:

- Customized training contracts (Link to policy in Section 4)
- OJT (Link to policy in Section 4)
- ITAs (Link to policy in Section 4)
- Incumbent Worker contracts
- Apprenticeships

OppInc., is committed to providing job seeker customers with a continuum of services designed to scaffold access to certifications. Each of these training opportunities is designed to ensure a career pathway and an industry certification when appropriate. Individuals may access more than one of these training methods with the authorization of the one-stop director. The criteria include:

- Funding availability;
- Consideration of how a ‘second’ training expenditure will help the individual either increase his/her wages and/or obtain a credential; and,
- Clear correlation to a career pathway for an industry sector that is currently in demand.

**Collaboration with the Community Colleges**

*Provide a description of how the Local WDB will collaborate local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.*
There is currently good collaboration between the community colleges in the region, Tidewater (TCC) and Paul D. Camp (PDCCC), and other partners within the workforce development system. These community colleges:

- Are committed to working through targeted industry partners convened by the WDB to identify talent needs and to develop short term credentialing training programs to meet the needs;
- Designate employees to serves on the WDB and WDB Committees;
- Partner with OppInc. in grant opportunities through the delivery of credential-based training for job seekers and incumbent workers; and,
- Develop customized training packages for employers as an OppInc. business service.

The Planning Team identified additional strategies that will be implemented to improve collaboration:

- Develop a bridge program for out-of-school youth, those with and without a high school diploma, to transition to community college. This strategy may include dual enrollment in adult education and community college as well as enhanced transition assistance;
- On behalf of the partners, OppInc. will assist TCC and PDCCC in their ongoing efforts to reposition career services within the coming year;
- On behalf of the partners, OppInc. will act as a broker for transitioning students to receive support services while in postsecondary education programs to promote retention;
- Develop strategies to support the VCCS Complete 2021 strategic plan to increase credentials and certifications in the State; and
- Increase the presence on each community college campus of the Youth Career Center.
Collaboration with Education

[Provide a description of how the Local WDB will coordinate relevant secondary and education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.]

The WDB will provide a framework to bridge the skill gaps that may exist within its workforce. Aligning the local labor market demands with appropriate training and education programs, the WDB will coordinate its sectors strategies by convening industry, with secondary and apprenticeship providers through the development of industry alliances mentioned elsewhere in this Plan. This will assure that in-demand, industry-recognized credentials are available to meet the needs of industry while promoting career pathways for job seekers in the region.

Labor exchange and immediate job placement are critical roles for the workforce development system. WDB and Planning Team employers emphasized the need for the WDB and its partners to take a longer-range view and expand emphasis on ongoing worker skill development along career pathways, particularly for entry-level and lower-skilled workers. The WDB and its secondary and postsecondary education partners will work with employer groups in targeted sectors to map occupational progressions along career pathways and attach education and credential requirements for advancement. Educational programming assets in the region could then be reviewed to determine gap areas as well as areas of potential over-supply or mismatch.

Critical components of the development of career pathways-focused programming are:

- The integration of shorter-term, modular training models that use work as the central context for learning;
- The integration of “bridge” education, such as Adult Education, as part of (rather than prerequisite to) technical training; the incorporation of stackable credentials that get
earned relatively quickly to incrementally increase workers’ labor market competitiveness; and

- The provision of supportive services at critical education and work transition points.

Equally important is reorienting workforce staff serving both job seekers and employers to this longer-range skill and career development view and ensuring that they have the training and knowledge to support both customer groups in this work.

WDB and Planning Team employer members emphasized the value, and return, of employer-driven, work-based training models. While not discounting the need for classroom-based training, businesses need workers who are well-versed in both the culture and competency expectations of their workplaces and feel that classroom training alone does not necessarily prepare students to be effective employees. The WDB will consider opportunities to enhance investments in employer-driven, work-based training for both youth and adults, including work experience, internships, on-the-job-training, incumbent worker training, customized training and Registered Apprenticeships. Doing so may have a significant impact upon other themes mentioned in this plan, such as needs to expand youth career exploration, reduce worker turnover and improve soft skills development.

It is important to note that expanding work-based training opportunities will require that employers in the region put “skin in the game” and offer training sites and training mentors.

**Colleges and Universities**

Workforce system participants can access many college and university programs. Workforce partners and one-stop staff have extensive experience working with four-year institutions to help
provide opportunities for individuals to gain credentials or degrees beyond those offered by the K-12 system, community colleges and technical schools. The list of schools includes:

**Independent / Private**

- Hampton University (Hampton)
- Regent University (Virginia Beach)
- Virginia Wesleyan College (Norfolk)

**Public**

- Christopher Newport University (Newport News)
- College of William & Mary (Williamsburg)
- Eastern Virginia Medical School (Norfolk)
- Norfolk State University (Norfolk)
- Old Dominion University (Norfolk)
- University of Virginia Hampton Roads Center (Virginia Beach)
- Virginia Tech Hampton Roads Center (Virginia Beach)

**Community Colleges**

- Thomas Nelson Community College (Hampton, Williamsburg)
- Tidewater Community College (Virginia Beach, Norfolk, Chesapeake, Portsmouth)
- Paul D. Camp Community College (Suffolk, Franklin, Smithfield)

**Technical / Trade / Proprietary**

- Advanced Technology Institute (Virginia Beach)
- Bryant and Stratton College (Virginia Beach)
- ECPI University Medical Careers Institute College of Health Science (Virginia Beach)
- ECPI University (Virginia Beach, Newport News)
- Stratford University (Virginia Beach)
- Strayer University (Virginia Beach)

Collaboration with Adult Education and Literacy
[Provide a description of how the Local WDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the Local WDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(ll)(A) and (B)(i) and WIOA sec. 232.]

Within the region, Adult Education is an active partner. Currently, the Adult Education Consortium is onsite at the one-stop center for a total of 20 hours a week. In addition, the Norfolk Public Schools conducts GED classes 4 half-days each week. The WDB and the partners are currently exploring how to increase GED, ABE and ESL services onsite within the comprehensive one-stop center. The WDB will explore how the Center can be more welcoming and supportive of the needs of the English language learner. Revision and expansion of services could include expanded hours.

Strategies identified by the Planning Team to expand adult education services included:
- Actively apply for Race to GED grants to increase the capacity of GED classes;
- Streamline curriculum and promote integrated curriculum of literacy instruction with workforce readiness competencies;
- Partner with local businesses to provide adult education, ESL and literacy training to incumbent workers at the employer’s site when appropriate;
- Partner with Military Bases to expand access to ABE services; and
- Co-enroll, when appropriate, so an individual may receive ABE and GED services concurrently with work readiness activities.
Review of Title II Applications

WIOA requires that the Adult Education and Literacy program under Title II of WIOA submit their application to the WDB for approval prior to submission to the state. Submission of the application is required to ensure that the Title II program is consistent with the overall workforce strategy and vision for the region. As specified in the Adult Education 2017-2018 Competitive Grant Application Package, released by the Virginia Department of Education on January 12, 2017, the WDB will follow the timeline in that issuance:

| Applications and evaluation rubric sent to LWDB | By March 15, 2017 |
| Deadline for LWDBs to return rubrics to VDOE | April 5, 2017 |

The internal review process the WDB will put in place includes the following steps:

- Upon receipt of the application from VDOE, it will be submitted to the WDB Workforce Services Committee;
- If required, the Committee may ask the ABE representative to make a presentation to review the application;
- The Committee will provide feedback to the ABE representative and ask for any revisions;
- Once the application is final, the Committee will approve it and submit it to the WDB for approval; and,
- The WDB will certify that it has approved the application to VDOE.

Priority of Service

[Provide a description of how the direction given by the Governor and the Local WDB to the One-Stop Operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600.]
The WDB will ensure that a substantial percentage of participants in the WIOA Adult program meet the definitions for low-income, public assistance and/or basic skills deficiency, and that they can access the WIOA system on a priority basis. Priority to targeted populations will be given in the following order for training services under WIOA Adult funding as seen in the table below.

<table>
<thead>
<tr>
<th>Priority of Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Priority</strong></td>
<td>Veterans and eligible spouses who are also low-income, recipients of public assistance and/or basic skills deficient.</td>
</tr>
<tr>
<td><strong>Second Priority</strong></td>
<td>Individuals who are not veterans or eligible spouses, but meet criteria to be considered a target population.</td>
</tr>
<tr>
<td><strong>Third Priority</strong></td>
<td>Veterans and eligible spouses who did not meet &quot;first priority&quot; conditions.</td>
</tr>
<tr>
<td><strong>Fourth Priority</strong></td>
<td>Individuals who are not veterans and do not meet criteria to be considered a target population.</td>
</tr>
</tbody>
</table>

See the link to the Priority of Service Policy in Section 4 of this plan. Additional populations may be added due to changes in economy or regional or local conditions.

**Incorporation of Technology**

[Provide a description of how One-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by One-Stop partners.]

The one-stop centers have maximized the use of technology in a variety of ways described below. One key ongoing strategy is to ensure that all partners utilize the same technology systems for common case management and contact management for business services. The aim is to ensure that reporting and recording information about businesses and job seekers is transparent, when and where appropriate, to ensure the customers’ experience is truly as if they have utilized one system.
The following are being used for electronic sign in, contact management with business, case management, provision of labor market information and some service delivery.

**VIRGINIA WORKFORCE CONNECTION (VAWC)**

All case management for WIOA participants is maintained at VAWC. See, [https://www.vawc.virginia.gov/vosnet/Default.aspx](https://www.vawc.virginia.gov/vosnet/Default.aspx). The Virginia Workforce Connection (VAWC) is used by OppInc. as its primary Case Management system. Participants are allowed to also access this site to do interest assessments, skills assessment, look for jobs, create resumes, and set job alerts. The Virginia Workforce Connection is also used by the Virginia Employment Commission.

**OPPORTUNITY INC. ORIENTATION**

OppInc. started using an online orientation in November of 2013 that allows individuals to access information at home without having to come to the one-stop center. See, [http://opp-inc.org/for-career-seekers/OppInc..-workforce-center-services/OppInc..-orientation/](http://opp-inc.org/for-career-seekers/OppInc..-workforce-center-services/OppInc..-orientation/)

**OPPORTUNITY INC. JOB'S BOARD**

The jobs listing/application system is where OppInc. posts jobs from employers. See, [http://opp-inc.org/for-career-seekers/jobs-board/](http://opp-inc.org/for-career-seekers/jobs-board/).

**MY BUDGET COACH**

OppInc. uses the My Budget Coach portal for its Working Family Success Network participants. The MyBudgetCoach® platform (MyBC) facilitates and enhances the ability of organizations to help working families and individuals develop healthy financial habits and make well-informed financial decisions. See, [https://www.mybudgetcoach.org/](https://www.mybudgetcoach.org/).
**VIRGINIA WIZARD**

The Career Coach with the Job Driven National Emergency Grant (JD NEG) uses Virginia Wizard to assist JD NEG participants in finding their strong areas of interest for employment, and establishing the goals to get there. See, [https://www.vawizard.org/wizard/home](https://www.vawizard.org/wizard/home).

**CAREER ONE-STOP**

OppInc. uses Career One-Stop to provide guide transitioning veterans on American Job Center services outside of the State of Virginia. This system also provides information about jobs, training, and career resources. See, [https://www.careeronestop.org/Toolkit/ACINet.aspx](https://www.careeronestop.org/Toolkit/ACINet.aspx).

**LinkedIn, Facebook, and Twitter**

Various social media sites are used to share information and communicate with participants, partners, and employers. See, [https://www.linkedin.com/groups/3206399](https://www.linkedin.com/groups/3206399)

**VETJOBS**


**ONET**

OppInc. uses the O*Net portal to obtain and provide Labor Market Information (LMI) to participants. This site provides detailed information about occupations in demand, occupations that use a specific tool or software and includes crosswalks from military to civilian occupations. ONET is a primary source of occupational information for the one-stop centers. See, [https://www.onetonline.org/](https://www.onetonline.org/).
DEPARTMENT OF AGING AND REHABILITATIVE SERVICES (DARS)

Two Assistive Technology (AT) computers are maintained at the one-stop center. The computers are located in the comprehensive one-stop center resource room. The computers are installed with JAWS, Kurzweil, MAGic, and Zoom Tech.

VIDEO TELECONFERENCE EQUIPMENT

Video teleconferencing equipment is maintained at the comprehensive one-stop center in the training room.

BUSINESS ONE-STOP

Virginia’s Business One-Stop was launched in May of 2008 to assist entrepreneurs in obtaining information and completing the steps required to register their business. The Business One-Stop has grown in the years since, expanding to include agencies that touch Virginia business. The goal of the Business One-Stop is to be the first and only stop a business will need to make when establishing a business and/or accomplishing business related tasks. It was designed to efficiently connect private businesses to the resources they need and to be the best point-of-contact for changes affecting business in Virginia. See, http://businessonestop.virginia.gov/.

Efficient and Effective Service Delivery

[Provide a description of the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop delivery system.]

OppInc. prides itself on the absence of duplication of services as it has a close and productive partnership with its Wagner-Peyser VEC staff. Monthly partner meetings, coordinated calendars of workshops and shared staffing of the one-stop centers are just a few examples of the strategies in place that maximize the delivery of a wide range of services through the one-stop system. A coordinated reception area in each one-stop center ensures seamless delivery of
services to all clients and, communication among partners such as VEC. It is also helps reduce duplication of services, maximizes resources available and ensures streamlined services to customers.

As discussed elsewhere in this Plan, all customers entering the one-stop center or affiliate sites are co-enrolled in WIOA and Wagner-Peyser services. Co-enrollment permits staff from each program to access information on customers, avoid duplicative services and to leverage resources between programs.

The Planning Team has identified the following methods to maximize coordination, improve service delivery and avoid duplication among all partners which will become part of the WDB’s strategic action Plan:

- Explore co-enrollment in programs beyond Wagner-Peyser;
- Develop and execute a formal referral process among partners designed to ensure a “warm-handoff” and follow-up;
- Design a system of wrap around services that includes career navigators and case managers who meet regularly to serve a “common customer”; and
- Invest in a common technology system that all partners can access and commit to using.

With the appropriate confidentiality practices in place, partners may then access information about common customers. Access to information has the potential to streamline certain services for the customer, such as not having to duplicate assessment information and certain information collected at enrollment at one partner will not have to be duplicated by the customer when enrolling with another partner.
Fiscal Agent

[Provide a description of the fiscal and budgetary strategies used in the local area, to include: identification of the entity/fiscal agent responsible for the disbursal of grant funds described; in WIOA sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official, the methods and strategies used to ensure timely expenditure of WIA funds; the competitive process to be used to award the grants and contracts in the local area for activities carried out under WIA; the strategy used by the LWIB to leverage WIA funds with other Federal, State, local and philanthropic resources.]

Timely Expenditure of WIOA Funds

OppInc. is the entity that has been designated by the chief elected officials and the WDB as the fiscal agent responsible for all aspects of the financial and business functions necessary to administer WIOA funds and programs. These functions include financial accounting and reporting, procurement, personnel/payroll, cash management and compliance with applicable federal, state and local laws and regulations.

OppInc. is led by the President/CEO who is appointed by the Board. The responsibilities of the organization as the fiscal agent, are primarily carried out by the Vice-President of Finance and Administration, hired by the President/CEO, and assisted by finance staff which currently includes the Director of Accounting and an Accounting Specialist. The Vice-President for Workforce Innovation, also hired by the President/CEO, plays a role in all aspects of the management of the organization. The President/CEO and the two Vice-Presidents comprise the senior management of OppInc. The Finance and Audit Committee of the WDB is one of the standing committees required by the Board’s bylaws and is charged with budget oversight and development, audit functions, and personnel administration. It also provides input into grant opportunities, works to identify additional funding sources and coordinates the federal reporting requirements of WIOA. It is responsible for the selection and engagement of the organization’s annual financial and compliance audit. It meets six times per program year in August, October,
December, February, April and May. The Vice-President of Finance and Administration serves as the staff liaison to the Committee.

Each program year begins on July 1 with a budget for the entire organization that was developed and completed by the President/CEO and the Vice-President of Finance and Administration, with input from other key staff, and that was reviewed and approved by the Finance and Audit Committee, the Executive Committee and finally, the Board, prior to the beginning of the Year. This budget historically contains estimates of certain key elements important to the budget process, namely the unspent funds that are eligible to be carried into the New Year, as well as the new allocation amounts of WIOA Title I formula funds. Using these estimates and other information to determine total available resources, the spending plan of the organization is developed for the main “cost centers” or functions. These consist of Operations, both administrative and program, the One-Stop System, Training, Program Contracts, and other direct expenditures related to specific funding streams or grants. Upon the determination of unspent funds to be carried into the program year and the receipt of the actual WIOA Title I formula funds allocations, the budget is revised by the Board (or the Executive Committee on behalf of the Board), usually in August of each program year. Additionally, the President/CEO may propose, throughout the year, additional revisions to the budget as warranted, usually to add a new program with a new funding source.

The final approved budget as just described provides a guide, benchmarks and other key information allowing for the proper financial management of the organization to ensure timely expenditures of WIOA and all other funds. The following several paragraphs describe the major
expenditures of OppInc. as detailed in the budget and the process employed for approval and control of the expenditures.

As with many service oriented organizations, personnel costs are the major expenditures for OppInc. OppInc.’s approved budget not only shows the budgeted amount of the personnel costs, but also specifies the actual positions that can be filled. The addition of any new full-time position(s) and the related budget revision must be approved by the Finance and Audit Committee and the Board prior to beginning the hiring process. OppInc. pays its employees bi-weekly based on the approved positions contained in the budget. Timesheets are completed each pay period by all employees and approved by their supervisors. The President/CEO’s timesheet is approved by the Chairperson of the Finance and Audit Committee of the Board. All approved timesheets are submitted to the Finance Department and the payroll is prepared utilizing the appropriate computer software and submitted to the President/CEO for final approval. Upon approval, payment is made on schedule by direct deposit into employees’ bank accounts. Personnel costs include fringe benefits such as federal and state taxes, retirement and group insurances and these expenditures are paid in accordance with the approved budget upon approval by the President/CEO on schedules as required by the applicable vendors.

Historically, training costs are the second largest budget amount in OppInc.’s budget. The budget for training for Adults and Dislocated Workers is always at least 40% of these available funds to comply with the Commonwealth’s requirement. The funds available in the approved budget for new training are communicated each year to the one-stop system by the Vice-President of Finance and Administration, along with stated goals for the number of training enrollments based on the funds available. As new training is approved by the one-stop System
Director, funds are set aside or obligated and then subtracted from the current balance of training funds. OppInc.’s Workforce Services Officer is responsible for operations and works closely with the Director to ensure appropriate oversight of training expenditures. Funds can be added to the current balance of training funds if a previous training enrollment terminates prior to the expenditure of the entire obligation. The maximum amount of training funds currently approved by the Board for each enrollee is $5,000 over a two-year period, allowing for a greater number of participants to be served. The majority of training funds are allocated to Individual Training Accounts (ITA), but other training costs are designated for on-the-job-training (OJT) and incumbent worker training.

Program contracts with sub-contractors are a significant part of OppInc.’s budget, especially as part of the WIOA Youth funding stream. The funds available in the approved budget for new Youth program contracts or the extension of existing contracts are communicated each year by the Vice-President of Finance and Administration to the Vice-President for Workforce Innovation who leads OppInc.’s efforts for utilizing Youth funds. New contracts will be competitively procured through a Request for Proposal process. For contracts that are to be extended, Youth program management will negotiate a new scope of work and line-item budget with the sub-contractor that will be approved and signed by the President/CEO. OppInc.’s Finance Department and Youth Program Management review reports and billings from sub-contractors are used to track the progress of the program and compliance with contract terms and the line-item budget. For funds or grants other than Youth, the same process is generally followed, except when competitive procurement is not required. OppInc.’s competitive procurement requirements and processes are discussed later in this Plan.
Purchases of needed goods and services are initiated by the completion of a purchase request form which must be signed by the requestor. Following review and approval by the requestor’s supervisor, the form is forwarded to either the Vice-President for Workforce Innovation or the Vice-President of Finance and Administration, depending on who initiated the request. All purchase requests are reviewed by the Vice-President of Finance and Administration for appropriateness, compliance with all laws and regulations and ensure budgeted funds are available for the purchase. The President/CEO then signs the request and grants final approval for the purchase. Once approved, a purchase order may be completed for signature by the President/CEO depending on the requirements of the vendor and the nature of the purchase, as determined by the Vice-President of Finance and Administration.

In addition to the processes just described for the approval of expenditures, OppInc. utilizes other processes, requirements and internal controls to ensure timely expenditures of all funds and for overall management excellence. The key items are:

- The President/CEO approves all expenditures and signs all agreements and/or contracts that obligate the organization to meet the terms of the agreements and contracts as approved by the Board.
- The majority of expenditures are paid utilizing accounts payable checks drawn on our Bank operating account. The checks may be signed by the President/CEO, the Vice-President for Workforce Innovation or the Workforce Services Officer, but checks exceeding $500.00 require two signatures.
- Financial transactions are recorded on a password protected computerized financial software system that consists of the General Ledger, the Accounts Payable module, the System Manager module and the payroll system. All these are linked allowing for
automatic and efficient posting of the transactions. The Vice-President of Finance and Administration controls access to the system.

- All internal and external financial reports are reviewed by the Vice-President of Finance and Administration prior to their release. The President/CEO signs reports if required, such as the monthly detailed expenditure reports and federal funds cash payment system requests required by the VCCS, the State agency that oversees WIOA funds.

- Internal controls are in place to assist in proper financial management include separation of duties amongst Finance and staff. Examples of the tasks or duties included are reconciling bank accounts, opening mail (including invoices), entering invoices into the financial system and printing checks, signing checks, distributing and disbursing checks and preparing purchase orders.

### Competitive Process for Award of Grant/Sub-Grants/Contracts Under WIOA

OppInc. is a local government entity in accordance with Section 15.2-1300 of the Code of Virginia, 1950, as amended. Therefore, the procurement of goods and services from non-governmental entities must be in accordance with the Virginia Public Procurement Act (the Procurement Act). The Board’s policy adopts the Act in whole, except that it set a lower threshold than stated in the Act for the authority to contract with a non-governmental entity without competition.

However, if any terms and conditions of any funding stream, grant or contract that OppInc. accepts mandates competition for procuring goods or services, those terms and conditions override any exception to competition clause contained in the Procurement Act. For example, WIOA states that Youth Programs must be competitively procured. Therefore, OppInc. cannot
contract directly for Youth Programs with another governmental entity without competition, even though the Procurement Act allows for it.

WIOA requires that the selection of Youth Programs and the selection of the One-Stop System Operator must be done on a competitive basis. The following summarizes the competitive process for these selections:

- OppInc. will issue a Request for Proposals (RFP) when necessary to meet applicable requirements of WIOA and the Procurement Act as determined by the President/CEO in consultation with the WDB, its Committees and Staff and in accordance with all requirements of the Virginia Public Procurement Act regarding the procurement of non-professional services. The RFP will contain, at a minimum, instructions to the proposers, the scope of work to be performed by the proposer, the approximate amount of money available for services being procured, the timeline to be followed, the process for proposals to be evaluated and ranked, as well as other required terms and conditions. In circumstances where OppInc. itself will be a responding competitor (such as if it should decide to seek to compete to become the operator of the comprehensive one-stop center), it will scrupulously observe all regulatory requirements to assure an “arms’ length” selection process is conducted fairly and independently.

- Proposals deemed to be compliant with the RFP are evaluated, ranked and negotiated with proposers in accordance with their ranking. During this process, it is the intent of OppInc. to complete the selection process and to enter contracts with the proposers.

**Strategies to Leverage WIOA Funds**

Traditionally, OppInc. and the WDB have exercised the following strategies to leverage WIOA funds with other Federal, State, local and/or philanthropic resources:
• The WDB created the Hampton Roads Workforce Development Corporation, a 501 (c) (3) charitable organization, for the sole purpose of enhancing workforce development in Hampton Roads. The existence of the non-profit enables the receipt of tax deductible contributions and grants/gifts from foundations. The directors of the non-profit, per the by-laws, are designated members of the WDB and committees. As such, control of the non-profit rests with the WDB.

• OppInc.’s management continuously stays abreast of the availability of federal and state grants and/or programs outside of Title I WIOA funds that align with the mission and vision of the WDB. If an opportunity presents itself, the President/CEO will lead the effort to apply for the new funding that, in many cases, includes partners.

The WDB has recently adopted a new strategy to seek funding on an annual basis from the eight local jurisdictions in its service area on a per capita basis using official population figures. The goal is to begin receiving this funding for the 2017 program year, which begins on July 1, 2017.

Procurement
[Provide a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.]

As stated earlier, OppInc. is a local government entity in accordance with Section 15.2-1300 of the Code of Virginia, 1950, as amended. Therefore, the procurement of goods and services from non-governmental entities must be in accordance with the Procurement Act. The Board’s policy adopts the Act in whole, except that it set a lower threshold than stated in the Act for the authority to contract with a non-governmental entity without competition.

However, if any terms and conditions of any funding stream, grant or contract that OppInc. accepts mandates that competition must exist when procuring goods or services, those terms and
conditions override any exception to competition contained in the Procurement Act. For example, WIOA states that Youth Programs must be competitively procured. Therefore, OppInc. cannot contract directly for Youth Programs with another governmental entity without competition, even though the Procurement Act allows for it.

WIOA requires Youth Program and One-Stop System Operator procurement be done on a competitive basis. The following summarizes the competitive process for these selections:

- OppInc. will issue a Request for Proposals (RFP) to meet applicable requirements of WIOA and the Procurement Act as determined by the President/CEO in consultation with the WDB, its committees and staff, and in accordance with all requirements of the Virginia Public Procurement Act regarding the procurement of non-professional services. The RFP will contain, at a minimum, instructions to the proposers, the scope of work to be performed by the proposer, the approximate amount of money available for services being procured, the timeline to be followed, the process for proposals to be evaluated and ranked and all other required terms and conditions. In circumstances where OppInc. itself will be a responding competitor (such as if it should decide to seek to compete to become the operator of the comprehensive one-stop center), it will scrupulously observe all regulatory requirements to assure an “arms’ length” selection process is conducted fairly and independently.

- Proposals received that are deemed to be compliant with the RFP will be evaluated and ranked and competitive negotiations will begin with proposers in accordance with the ranking. During this process, it is the intent of OppInc. to complete the selection process and to enter contracts with the proposers.
Performance
[Provide a description of the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.]

OppInc., on behalf of the WDB and CLEOs, negotiate performance goal levels with the VCCS in accordance with the U.S. Department of Labor (DOL) Common Measures for the WIOA Adult, Dislocated Worker (DW) and Youth funding criteria. For program years 2016 and 2017, the following levels have been approved by the VCCS and are in place for LWDA #16:

**Employment 2\textsuperscript{nd} Quarter after Exit**
- Adult .................71.50%
- DW ...................78.00%
- Youth ..................62.97%

**Employment 4\textsuperscript{th} Quarter after Exit**
- Adult ............... 76.30%
- DW ................... 76.00%
- Youth ................. 60.00%

**Median Earnings 2\textsuperscript{nd} Quarter after Exit**
- Adult ................. $4,885
- DW ................... $6,100
- Youth ................. Not Applicable

**Credential Attainment within 4 Quarters after Exit**
- Adult ................. 61.00%
- DW ................... 64.00%
- Youth ................. 62.00%

In addition to the above levels, ITA Training Provider Programs must have at least a 50.00% training completion rate and a 65.00% credential attainment rate to qualify for continued
eligibility. Minimum thresholds for continued eligibility employment and earnings goals are set by the WDB Workforce Services Committee.

In addition to the federal performance levels and ITA continued eligibility performance thresholds, OppInc. tracks and reports several real-time participant performance metrics including basic career services, individualized career services, training and customer service levels, delivery of business services; Adult, DW and Youth participant exit outcomes and expenditure performance.

OppInc. provides performance information to the WDB, WDB Executive Committee, CLEOs and applicable WDB oversight committees (Workforce Services, Business Services, Youth, Finance and Audit) through a combination of regular fixed format reports and ad hoc reports. An ITA Vendor Performance Report is compiled on a quarterly basis, posted in the one-stop center and affiliate sites and used with customers during the program selection process. Feedback regarding ITA performance is also provided to ITA Training Providers for information and/or corrective action.

All performance outcome data is validated by staff to ensure accuracy and timeliness. The data is subsequently documented in the VaWC, as applicable. In addition, performance outcome data regarding the DOL Common Measures is compiled by the VCCS and provided to the WDB on a quarterly basis during each program year.
The primary responsibility for the participant performance data process rests with the Workforce Services Officer and the Youth Program Coordinator. The primary responsibility for expenditure performance oversight rests with the Vice President for Finance and Administration. Participant performance expectations and financial expenditure requirements are stipulated in all Contracts and ITA Vendor Agreements.

**Quality Assurance**

*Provide a description of the actions the Local WDB will take toward becoming or remaining a high-performing WDB, consistent with the factors developed by the State WDB.*

The WDB defines a high performing organization as the execution of human resource management practices aimed at stimulating employee and organizational performance. To maximize high performance as an organization, the WDB has implemented the following high performance work practices:

- Using psychometric and validated employee selection tools;
- An employee on-boarding strategy;
- A continuous mentoring and leadership development strategy;
- Regular performance appraisals (with SMART goals co-designed by employees);
- Current and flexible job descriptions and job specifications;
- Calibrated job classification and compensation systems;
- In-house problem-solving and work-improvement groups/teams;
- Structured team briefings and debriefings at every level within the organization;
- Feedback loops based on ongoing and consistent internal program and fiscal monitoring resulting in technical assistance and support to staff and vendors; and,
- In-house knowledge management systems.
In addition, the WDB uses the following standards of excellence for driving continuous improvement OppInc. public workforce system:

- **Board Engagement.** Through a committed and strategic board committee structure, the WDB engages the expertise of board members to provide critical insights at both the strategic and programmatic levels. Board members have a clear pathway to leadership on the board through committee chair positions, and recent leadership has emphasized this by focusing on populating committee leadership with persons who have not previously chaired the Board. The WDB governs the following seven committees:

  - **The Executive Committee** plans, coordinates and expedites the work of the WDB and may act, when necessary, between board meetings. The Executive Committee exercises the authority and power of the WDB, to the extent permitted by law.

  - **The Finance and Audit Committee** is charged with budget oversight, training certification, performance management and personnel administration.

  - **The Policy and Strategic Planning Committee** develops a vision for the future of the region’s Workforce Development System.

  - **The Workforce Services Committee** provides oversight for training programs and contractors; makes recommendations to the Board regarding funding and service priorities; and oversees the One-Stop Workforce Center System.

  - **The Youth Services Committee** develops the portions of the local Plan related to youth, subject to the approval of the Board.

  - **The Business Services Committee:** works with business and industry to identify their workforce needs, oversees the dissemination of labor market information, develops strategies to address short and long-term requirements for skills and
directs strategies for building a comprehensive, regional system for occupational advancement, career ladders and worker retraining.

- **The Communications Committee** oversees the development and implementation of communication activities for the WDB and ensures coordination of data and resources with job seekers, employers and stakeholders.

- **Strategic Planning.** As described in Section I of this plan, the Policy and Strategic Planning Committee maintains a regular and consistent cycle of strategic thinking and planning. The WDB has positioned itself within the community as the regional workforce convener, thus, identifying and bringing organizations together to think well beyond WIOA mandates.

- **Alignment of Operations with Strategy.** Three of the WDB committees, Workforce Services, Youth Services and Business Services, are specifically charged with developing and aligning operational objectives with the strategic plan. This ‘line of sight’ from strategy to operations is then driven down to the staff level to implement the tactics required to ensure the strategy is executed in full.

- **Accountability for Fiscal and Organizational Performance.** The Finance and Audit Committee provides the oversight to the CEO to ensure that the organization is following generally accepted accounting practices, including following all OMB rules that apply to accounting for federal funds.

- **Programmatic Outcomes.** The WBD has a set of metrics beyond the WIOA common measures that are tracked and reported at each committee and full board meeting to ensure that WIOA performance is regularly exceeded and that other indicators of high performance are also being met, as defined in the Strategic Plan.
Public Comment Period
[Provide a description of the process used by the Local WDB, consistent with WIOA sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.]

The WDB posted the plan on their website, http://opp-inc.org/, on January 24, 2017, for thirty (30) days, through February 22, 2017. Notification was sent in the form of a press release to all the partners, economic development agencies, chamber of commerce and other industry associations. A notice was also posted in The Virginian Pilot, The New Journal and Guide, and Tidewater News newspapers. Commenters were instructed to send comments electronically from the website to the designated staff person who collected and collated the comments for review.

SECTION 3: PUBLIC COMMENTS RECEIVED

Comments submitted during the public comment period that represent disagreement with the plan must be submitted with the local plan. If a comment that represents disagreement with the plan has been addressed and is no longer in disagreement in a later draft of the plan, please note the location in the document where the individual dissenting comment has been addressed.

No comments were received that expressed disagreement with the plan. Two commenter's provided positive comments with a few grammatical edits.

SECTION 4: ATTACHMENTS

The required attachments may be found at the links below.

a. Current CLEO Consortium Agreement

b. Current CLEO-Local WDB Agreement
c. Current Local WDB organizational chart (identify board oversight and program administration)

d. Copies of executed cooperative agreements

e. Individual Training Account Policy (Eligible Training Provider and Programs)

f. On-the-Job Training Policy

g. Customized Training Policy

h. Priority of Service Policy

i. Monitoring Policy (include monitoring tool and schedule)

j. Equal Opportunity (EO) Policy (Includes monitoring process)

k. Process used to monitor and review the area’s equal opportunity performance
   (Included as part of j. above)

l. Grievance Policy (related to participants, employees, vendors, and other parties, non- EO)

m. A certification of the plan development process and approval of authorized local area representatives Statement of Compliance, Plan Signatures and Fiscal Agent Designation is attached as Appendix C
APPENDIX A: Opportunity Inc. / Hampton Roads Workforce Development Board (WDB) Local Area Planning Team

- Andrea V. Arnett, Workforce Planning & Development Consultant, Sentara Healthcare
- Dr. Edna Baehre-Kolovani, President, Tidewater Community College
- Randy Betz, Vice President for Workforce Development, Paul D. Camp Community College
- Alan Boring, Senior Business Development Manager, Norfolk Department of Economic Development
- Rick Brooks, Registered Apprenticeship Consultant, Virginia Department of Labor
- Hosey Burgess, Manager/Office Director, Virginia Employment Commission
- Beverly C. Chamblee, Human Services Supervisor, Virginia Beach Department of Human Services
- Stacy Clark, Human Services Manager Portsmouth/Franklin Office, VA Department of Aging and Rehabilitative Services
- Donna Cox, Norfolk Regional Manager, VA Department of the Blind and Vision Impaired
- William Docalovich, Director of Trade Services, Newport News Shipbuilding
- Mark Dreyfus, President, ECPI University
- Dr. Johnny Garcia, President, SimIS, Inc.
- The Honorable Donald Goldberg, New Business Development Director, Harvey Lindsey Commercial Real Estate
- Amanda Jarrett, President and CEO, Franklin Southampton Economic Development
- L’Tanya Johnson, Human Resource Manager, Cost Plus World Market
- Desiree Key, Career Services Specialist, Southampton County Public School
- Whitney Lester, Director of Business Development, VersAbility Resources
- Pamela Little-Hill, Director of Social Services, City of Portsmouth
- Dr. Dan Lufkin, President, Paul D. Camp Community College
APPENDIX A: Opportunity Inc. / Hampton Roads Workforce Development Board (WDB) Local Area Planning Team (continued)

- Dr. Corey McCray, Vice President for Workforce Solutions, Tidewater Community College
- Donna Morris, Vice President, Reinvent Hampton Roads
- Barbara J. Shears-Walker, Adult Education Coordinator, Portsmouth Public Schools – Adult Education Center
- Dr. James Shaeffer, Dean, College of Cont. Ed. & Professional Development, Old Dominion University
- Jerry Stewart, Workforce Development Coordinator, Virginia Beach Department of Economic Development
- Guenter Weissenseel, President, IMS Gear Virginia Inc.
- Edith G. White, Executive Director, Hampton Roads Community Action Program
- Toi Wilson, Eastern Virginia Project Manager, Virginia Jobs Investment Program, Virginia Economic Development Partnership
Key Principles for Change:
- High Touch right at the front door
- Physical tour occurs continuously
- Online Orientation continuously
- Collect information to know the customers path versus telling them what we do

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TEGL 3-15 identifies three types of Career Services indicated below as: **Blue indicates Basic Career Services, Green indicates Individualized Career Services, and Mauve indicates Follow-up Services.** **Purple indicates Training Services.**

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7 WIOA Local Plan
Final – February 28, 2017 / Revised May 1, 2017
What Career Services or Training Services meets their need?

Support Services
- Use referral process to conduct a warm handoff to the appropriate partner

Labor Market Information
- Career coaching by WP or WIOA staff and/or online research

Job Search Assistance
- Direct to employment resources

UI Assistance
- Direct to online/telephone assistance

Needs a High School Diploma or GED
- Use referral process to conduct a warm handoff to the appropriate partner

Further Initial Assessment
- Assess for: Interests, Aptitude, Basic Academic skills, Transferable skills

Training
- Determine eligibility based on priority of service:
  - Veterans & Covered Spouses
  - Recipients of public assistance
  - Other low income individuals,
  - Basic skills deficient,
  - Underemployed

Screen for and ultimately determine eligibility based on priority of service:
- Veterans & Covered Spouses
- Recipients of public assistance,
- Other low income individuals,
- Basic skills deficient,
- Underemployed

Eligible?
- Yes: Enter eligibility into the VAWC
- No:
  - Begin career planning, development of individual employment plan

Expedited to Training if:
- Have a contingent job offer; are a DW; skills upgrade; have a HS/GED; positive work attachment.

WIOA Local Plan
Final – February 28, 2017 / Revised May 1, 2017
Eligible for WIOA Adult or DW training or individualized career services?

Enter eligibility into the VAWC

Ongoing Individualized Career Services

Continue career counseling/case management

Conduct Placement Activities

Career Developer to conduct follow-up for up to 12 months after placement

Customer reviews ETPL and makes choices

Enroll with Training Provider
APPENDIX C: STATEMENT OF COMPLIANCE, PLAN SIGNATURES AND FISCAL AGENT DESIGNATION

Attachment A: Statement of Compliance, Plan Signatures & Fiscal Agent Designation

We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce development board in partnership with the local elected officials, and with the benefit of an open and inclusive plan development process and the required public comment period.

<table>
<thead>
<tr>
<th>Local Area Name / #</th>
<th>Hampton Roads / LWDA 16</th>
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<tbody>
<tr>
<td>Local Plan Point of Contact:</td>
<td>Shawn Avery, President and CEO, Opportunity Inc. of Hampton Roads</td>
</tr>
<tr>
<td></td>
<td>William Coley, Operations Officer, Opportunity Inc. of Hampton Roads</td>
</tr>
<tr>
<td>Address:</td>
<td>999 Waterside Drive, Suite 1314</td>
</tr>
<tr>
<td></td>
<td>Norfolk, Virginia 23510</td>
</tr>
<tr>
<td>Phone/e-mail:</td>
<td>757-314-2370 / <a href="mailto:bcoley@oihr.org">bcoley@oihr.org</a></td>
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<table>
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<tr>
<th>William L. Nusbaum</th>
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<td>Chair, Hampton Roads Workforce Development Board</td>
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<th>The Honorable William Sessoms</th>
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<tr>
<td>Mayor, City of Virginia Beach</td>
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</table>

The Chief Local Elected Official(s) designate(s) the following entity as the fiscal agent:

Entity: Opportunity Inc. of Hampton Roads

Contact: Clif Duncan, Vice President - Finance and Administration, Opportunity Inc. of Hampton Roads

Address: 999 Waterside Drive, Suite 1314

Phone/Email: 757-314-2370 / cduncan@oihr.org