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Hampton Roads
Workforce Development Board

WHO WE ARE

The Hampton Roads Workforce Development Board (HRWDB) is a volunteer board of directors responsible for developing policy and overseeing local workforce development initiatives in partnership with the local elected officials. In Virginia, there are fifteen local Workforce Development Boards.

Members of the HRWDB are appointed by the Chief Local Elected Officials of their respective city and county in accordance with criteria established by the Governor. HRWDB membership is comprised of representatives from business and industry, educational institutions, community-based organizations, economic development agencies, public employment service, public assistance agencies, vocational rehabilitation and labor organizations. Membership is drawn from individuals who have optimum policy-making authority within their organization.

The authority of the HRWDB is established in Federal and State legislation that provides funding to support the operation of the workforce development system. The HRWDB’s role is to ensure that the regional workforce development system is market-driven and responsive to the employment and training needs of employers and job seekers alike.

WHAT WE DO

- Serve as a point of contact for business, industry and the public sector to communicate their workforce needs
- Provide a forum where private and public sector leaders jointly consider the workforce development needs of the region
- Promote strategies to encourage life-long learning and improve workplace skills
- Assist in the development of new training programs to benefit the region’s workforce
- Conduct planning, oversight, and evaluation of local workforce development programs, including the Hampton Roads Workforce Development System, which includes the OppInc. One Stop Workforce Centers
- Offer advice regarding workforce policy and programs to local elected officials, employers, education and employment agencies, and citizens
- Coordinate with economic development efforts and activities to promote the region’s availability of qualified workers and promotes cooperation and coordination among public organization, education agencies, and private businesses
- Review local agency plans and grant applications for workforce development programs to ensure that coordination of services and achievement of regional goals can be attained

About Opportunity Inc.

Opportunity Inc. serves as the staff organization to the Hampton Roads Workforce Development Board. Its initiatives are intended to respond to the needs of the business community for trained and qualified workers. Through successful efforts that strengthen the regional workforce, the organization endeavors to increase per capita income, promote greater corporate competitiveness and improve regional prosperity.
Hampton Roads Workforce Development Board
Strategic Direction

Mission: Opportunity Inc. serves 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.

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

Hampton Roads is a region where innovators and entrepreneurs are developed, nurtured and valued.

Values: We value an organization that is Proactive, Dynamic, Responsive, Innovative, Communicative and Agile

Goals/Initiatives

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

Goal: 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.

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

Goal: Ensure strong organizational health including a high performing staff and robust funding.
Levels of Responsibility

Mayors and Chairs of South and Western Hampton Roads

The elected officials of the six cities and two counties responsible for the oversight of the HRWDB. The localities include the cities of Chesapeake, Franklin, Norfolk, Portsmouth, Suffolk and Virginia Beach and the counties of Isle of Wight and Southampton.

*This is the Accountability and Liability Level.*

Board of Directors

The individuals appointed by their respective cities and counties, and / or respective organizations to direct the affairs of the Hampton Roads Workforce Development System.

*This is the Policy and Governance Level.*

Officers and Executive Committee

The individuals elected by the Board and / or established by the Board By-Laws.

*This is the Direction Level.*

Committees

The membership of the organization working on specific tasks in small groups to achieve the objectives of the HRWDB. Committees are formed by the Board, complete tasks, analyze results of activities, and make recommendations to the Board for action.

*This is the Planning and Action Level.*

Staff

The Chief Executive for the Workforce Development Board. This individual is responsible for the day-to-day management and support of the HRWDB, the general support and coordination of the Hampton Roads Workforce Development System across the region, and for employing and managing the Opportunity Inc. staff.

*This is the Management and Operational Level.*
Hampton Roads Workforce Development Board
Organizational Structure

Chief Local Elected Officials
Mayors and Chairs of South and Western Hampton Roads

Executive Committee

Hampton Roads Workforce Development Board

Policy and Strategic Planning Committee
Workforce Services Committee
Business Services Committee
Finance and Audit Committee
Youth Services Committee
Communication Committee

Opportunity Inc. of Hampton Roads
Major Functions and Activities of the Hampton Roads Workforce Development Board

The Hampton Roads Workforce Development Board is composed of members representing six cities and two counties. The responsibility of the Board does not derive from the handling of funds or operating programs but comes from the establishment of local workforce development priorities, making or approving plans to satisfy those priorities, and most importantly to measure the results of those plans and publicly report the results.

This section discusses basic responsibilities and how our workforce development board can govern and oversee a comprehensive workforce development system for our region. The activities of the Board can be divided into five major categories:

1. The Board works to define the size, shape, and direction of the regional workforce development system and its own role within that system.

   - The Board develops a broad strategy and shapes programs into a comprehensive system.
   - The Board can define its own “playing field”. With this in mind, the Board establishes a clear definition of what constitutes its particular areas of concern.
   - Of course, the Board can not make these decisions alone. Elected officials, business and community leaders, and managers of existing programs may all have their own ideas and input. Ultimately, the Board must seize this opportunity in order to establish its authority within the workforce development system.
   - The Board identifies gaps between the present and future workforce needs and evaluates the capacity of local programs and services providers to handle the needs.
   - The Board prepares a strategic plan to broadly direct the local workforce development system to close these gaps. The Board sets priorities and allocates available resources. The Board also sets short-term and long-term objectives for implementing the strategic plan.

2. The Board establishes or approves operational structures and makes operational policies for the workforce development system as a whole.

   - The Board charters local One Stop Workforce Centers and authorizes their operation through a re-chartering process.
   - The Board sets mandatory minimum levels of services to be provided by all of its program operators.
   - The Board creates system wide policies on the use of training vouchers – Individual Training Accounts (ITAs).
   - The Board sets policies for certifying the competence and quality of local service providers. The Board may periodically renew or revoke this certification. By creating system-wide policies, the Board insures that programs work effectively.
   - The Board oversees the provision of services by service providers/grantees and vendors.
3. The Board oversees the performance of the system.

- The Board sets quality performance standards for One Stop Workforce Centers and for service providers.
- The Board sets policies on the gathering and use of customer satisfaction data from employers and job seekers that use the One Stop Workforce Centers.
- The Board ensures that continuous improvement techniques are implemented and used by service providers and other agencies in the workforce development system.
- The Board creates policies for the development of a local measuring system to ensure that standards and benchmarks are met and issues report cards on “system-wide” performance.

4. The Board has a role in external relations, public relations, and outreach for the workforce development system.

- The Board publicizes the workforce needs of both the business community and local job seekers. The Board markets the entire system, improves communication between service providers and business, and brokers specific needs of employers.
- The Board develops a close working relationship with local elected officials. Since local Mayors and Chairs appoint Board members, it is imperative that Board members keep these elected officials and others (city managers and county administrators, state and national legislative elected officials, etc.) informed on the activities of the Board.
- The Board builds support for workforce development programs and for its own policies and priorities among the business community and the general public.
- The Board develops relationships with other business organizations, causes and activities such as local chambers of commerce, economic development agencies, and personnel associations.

5. The Board encourages new ideas and works to find additional resources to advance its mission.

- The Board sets policy on exploring new types of services, new techniques, and the use of new service providers. It may set limits on such endeavors. It may recommend or approve specific demonstrations or pilot projects.
- The Board shall seek to diversify the funding base of the local workforce development system through new grants, foundation funding, fee-for-service strategies, or private fund-raising. The Board sets policies and limits on these activities and approves projects/services associated with such funding.
Board Composition

The Hampton Roads Workforce Development Board is composed of the following fifty-one (51) voting members and two non-voting members appointed by the Chief Local Elected Officials and certified by the Governor:

VOTING MEMBERS

- A minimum of twenty-six (26) Business Representatives who are business owners, chief executive officers or chief operating officers, or other business executives with optimum policy making or hiring authority representing the geographical diversity of the region and in-demand industry sectors, including the President and CEO of the Hampton Roads Chamber of Commerce.

- Ten (10) Labor, Apprenticeship and Community-Based Organization Representatives, who are the chief executive officer, chief operating officer or board member of the entity that they represent, to include:
  - Organized Labor – two (2)
  - Apprenticeship – one (1)
  - Community-Based Organizations – seven (7)

- Eight (8) Agency and Institutional Representatives who are the chief executive officer, chief operating officer or board member of the entity that they represent, to include:
  - Virginia Employment Commission - one (1)
  - Career and Technical Education - one (1)
  - Community Colleges – two (2)
  - Economic Development – three (3)
  - Department of Aging and Rehabilitative Services – one (1)

- Seven (7) Additional Representatives who are the chief executive officer, chief operating officer or board member of the entity that they represent, to include:
  - Superintendents of a Local Public School System – two (2)
  - Higher Education - two (2)
  - Workforce Innovation & Opportunity Act Grant Recipient - one (1)
  - Housing and Urban Development – one (1)
  - Health and Human Services – one (1)

Non-Voting Members

- One (1) Representative of the United States Military Services.
- One (1) Business Representative nominated by the Greater Peninsula Workforce Development Board from their membership who shall serve on the Board in a liaison capacity.
Board Member Responsibilities

General Responsibilities: Every Local Workforce Development System has a Board. This Board is responsible for making sure the organization is effective and financially sound. Specific responsibilities include:

1. Board members are responsible for making sure that funds are being spent in a responsible manner. Board members approve the annual budget and must review financial statements on a regular basis. The Board is responsible for making sure the organization has adequate insurance and an annual audit.
2. Board members are responsible for making sure the organization is well managed. Board members have the authority and responsibility to hire (and fire) the President and CEO. They also must make sure that the director has what she/he needs to do the job, and is supported, held accountable and evaluated on a regular basis.
3. Board members are responsible for creating the organization’s identity. This means that Board members need to develop and support the organization’s mission, make decisions about program directions, and take part in long-range planning.
4. Board members are responsible for communicating and promoting the organization’s missions and goals to their communities.

Specific Responsibilities: The responsibilities of a HRWDB member are very similar to a member of any Board of Directors. The overall responsibility is to use the member’s knowledge, experience, insight, and influence to help achieve the purpose of the Board.

For a responsive workforce system – the Board’s mission – there are several areas in which knowledge and insight are needed:

- What are the barriers faced by workers and job seekers in obtaining and maintaining employment that provides an adequate income?
- What are the hiring requirements of employers who have employment opportunities and what challenges are being faced by employers in finding and retaining a sufficient number of skilled workers to sustain and grow their businesses?
- What are effective strategies for bridging the skills gaps that exist between available workers and employers?
- What are the resources that are available to help bridge existing skills gaps and other barriers?

Members of the Board are selected because they have specialized knowledge/insight in one or more of these areas and they are in a position to influence the actions of other key decision-makers in the community. Members are also selected because they are executives or senior managers in their respective organizations. They will have skills and experience in long-range planning, group problem-solving, capital investment strategies, and organization/business development. Members will be expected to bring their expertise in these areas to bear on the effective performance of the functions of the Board and the management of the workforce system.
The Board is a decision-making body. It has direct and final authority regarding the use of millions of dollars in annual funding (current year). It has significant influencing authority regarding additional public funding.

**Expectations of Board Members:**

- Board members are expected to be an active participant in the Board’s proceedings and **attend a minimum of 75% of the Board meetings.**
- Board members are expected to be a member of at least one of the standing committees or subcommittees of the Board. These committees will meet at least once between each regularly scheduled meeting of the Board. Committees meet to review information presented or requested and to prepare recommendations for board approval.
- Board members are expected to participate in an open, honest, respectful, and non-serving manner in all deliberations of the Board.
- Board members are expected to be an agent of change within their own organizations/system and community in helping to achieve the goals of the Board.
Responsibilities of Chair of the Workforce Development Board

Responsibilities:

1. Leadership:
   - Lead and manage the board within the scope of the by-laws and mission.
   - Lead and manage the board in a style conducive to a collegial and productive environment.
   - Maintain and encourage appropriate levels of confidentiality of board and committee activities.
   - Maintain a focus on the missions and plans of the organization, and insist on high standards of quality and value in plans and operations.
   - Keep the board motivated to achieve its goals.

2. Scope of board activities:
   - Assure the propriety of all board activity.
   - Work with the President and CEO to assure that board activities are appropriate within the operating structure.

3. Board meetings:
   - Lead the board.
   - Preside at board meetings.
   - Evaluate board members’ involvement.
   - Review agenda with President and CEO prior to board meetings.
   - Assure balanced discussion and input from members.
   - Call special meetings of board, when necessary.
   - Act as the welcoming trustee/director for new members.

4. Executive committee meetings:
   - Form the executive committee in accordance with the by-laws.
   - Chair executive committee meetings.
   - Distinguish between board and executive committee activities.

5. Committee activities:
   - Fill committee vacancies.
   - Review committee activities and goals with the President and CEO.
   - Attend committee meetings when appropriate.
   - Support and encourage the effectiveness factor in the committee structure.

6. President and CEO relations:
Be the primary President and CEO-board liaison.
Meet with the President and CEO regularly
Support the President and CEO

7. Events:

- Participate.
- Represent the HRWDB at important events.

8. Development:

- Be the chief fund-raiser for the board (if applicable).
- Work with the President and CEO and others in representing the board to donors.

9. Board succession:

- Develop the chairman’s successor.
- Provide for ease in succession.

10. Knowledge and training:

- Know the organization and its business.
- Participate in board member/director selection, training, and orientation.
Standing Committees of the
Hampton Roads Workforce Development Board

Executive Committee

The Executive Committee shall be composed of the Board Chair and Vice-Chair, the Chairs and Vice-Chairs of the Standing Committees, the past Board Chair, the representative of the WIOA grant recipient and the President and CEO of the Hampton Roads Chamber of Commerce and up to two other Business Members as determined by the Board Chair. The Board's President and Chief Executive Officer shall serve as a non-voting member of the Executive Committee. The Board Chair and Vice-Chair will serve as Chair and Vice-Chair of the Executive Committee.

The Executive Committee shall plan, coordinate and expedite the work of the Board, and may take action, when necessary, between Board meetings. The Executive Committee exercises the authority and power of the Board, to the extent permitted by law.

Policy and Strategic Planning Committee

The Policy and Strategic Planning Committee articulates the Board’s vision for the region’s Workforce Development System, including a coordinated approach to workforce development that establishes connectivity between employers, trainers and employees. It provides for coordination with regional and local Economic Development Plans. The Policy and Strategic Planning Committee, in conjunction with the full board, develops goals for the workforce system and evaluates organization and community performance related to strategic objectives. The Policy and Strategic Planning Committee oversees the legislative and governmental affairs agenda for the Hampton Roads Workforce Development Board.

Workforce Services Committee

The Workforce Services Committee focuses on the supply side of workforce development – workers and job seekers. It identifies the needs of Job Seekers and works with Partner organizations in developing Memorandums of Understanding to assure coordination and non-duplication of services among workforce development programs and activities in the Hampton Roads region. The Committee provides oversight of the performance of training programs and contractors. The Committee makes recommendations regarding funding and service priorities for Board consideration. The Committee provides information and assists with operational and other issues relating to the provision of services to individuals with disabilities, as well as assures training for staff and finding employment opportunities for individuals with disabilities. The Workforce Services Committee oversees the continuous improvement and effectiveness of the Hampton Roads One Stop System and the WIOA services carried out through the One-Stop System.
Business Services Committee

The Business Services Committee works with business and industry to identify the workforce needs of industry – the basis for a demand-driven system. The Committee oversees the dissemination of labor market information to the business community, appropriate committees and/or audiences. The Business Services Committee develops strategies to address short and long-term requirements for skills and technical competencies of existing industries and develops long-term strategies to provide a comprehensive, regional system for occupational advancement, career ladders and worker retraining. The Committee makes recommendations to the Board for funding and program priorities and identifies opportunities for collaboration and leveraging of resources.

Finance and Audit Committee

The Finance and Audit Committee is charged with budget oversight and development, audit functions, and personnel administration. The Committee provides input into grant opportunities and works to identify additional funding sources for workforce development. The committee coordinates the federal reporting requirements of the Workforce Innovation and Opportunity Act.

Youth Services Committee

The Youth Services Committee shall develop the portions of the local plan related to youth, subject to the approval of the Board. The Youth Services Committee shall recommend eligible providers of youth activities to the Board to be awarded grants or contracts, on a competitive basis, to carry out the youth activities. Subject to the approval of the Board, the Youth Services Committee shall conduct oversight with respect to the eligible providers of youth activities and coordinate WIOA youth activities and other youth programs in the local area. The Youth Services Committee shall forge partnerships between K-12, higher education and the private sector and shall promote apprenticeship training and technical training. It shall provide a link between workforce training, post-secondary vocational education and tech prep and focus on youth issues.

Communication Committee

The Communication Committee oversees the development and implementation of communication activities for the Board. The committee will ensure coordination of communication efforts to share information and resources with job seekers, employers and stakeholders.
Responsibilities of Workforce Development Board Committees

1. A committee is any group that has a specific job to do for the Board.
2. Every committee formed must have a committee charter (job description) that includes a clear statement of the purpose of the work of that committee, the make up of the committee, and the primary responsibilities of the committee.
3. Committees are formed by the Board and make recommendations to the Board for Board action.
4. Committees should be small enough so that each member has a chance to actively participate in the work.
5. Committees may include individuals who are not Board members but who have expertise that contributes positively to the work of the committee. Committees are sound training grounds for potential Board members.
6. The work of the Committee, and its charter (job description), should be regularly reviewed by the Board and the Committee.
7. The Committee chair should have a term length that the Board enforces.
8. Each and every Committee report must have a brief Executive Summary of its contents and clear recommendations for Board action.
9. Committee minutes are kept as part of the official records of the Board.
10. Ad hoc Committees have noble characteristics: They contain the best persons for the task; their work is clearly defined; they end!
11. Boards must be exceedingly careful not to do Committee work as a full Board.
Responsibilities of
Workforce Development Board
Committee Chair

Responsibilities:

1. Leadership:
   - Preside at all committee meetings.
   - Provide leadership and enthusiasm for committee members.
   - Provide leadership and direction on the completion of the committee’s annual work plan.

2. Scope of committee activities:
   - Work with staff liaison to fulfill committee mission and specific responsibilities.
   - Assure balanced discussion and input from committee members.
   - Monitor attendance and communicate with any committee member who is absent from committee.
   - Work with staff liaison in preparing agendas and other documents as needed for meetings and special projects.
   - Communicate with Board Chair on a regular basis regarding progress and functions of committee; seek support as needed.
   - Establish and enforce start and end dates for committee’s annual work plan.

3. Board Meetings:
   - Present committee reports at Board meetings.
   - Present ideas for new initiatives and linkages with other HRWDB committees.

4. Other
   - Attend and participate in Executive Committee meetings.
   - Share ideas, thoughts, concerns with other committees
   - Seek to have joint meetings with other committees of the Board (as needed).
Overview of Opportunity Inc.

Who We Are

Opportunity Inc.'s initiatives are intended to respond to the needs of the business community for trained and qualified workers. Through successful efforts that strengthen the regional workforce, the organization endeavors to increase per capita income, promote greater corporate competitiveness and improve regional prosperity.

What We Do

The staff of Opportunity Inc. is charged with supporting the work of the Board and implementing the six strategic initiatives. Generally these responsibilities include:

- Developing channels for effective communication
- Coordinating the efforts of various stakeholders
- Serving as a clearinghouse for information and new developments
- Facilitating working partnerships between all of the strategic partners in Hampton Roads
- Managing federal funds made available under the Workforce Innovation & Opportunity Act
- Implementing the workforce development system
Responsibilities of President and CEO

1. Manage the “Big Picture” of the HRWDB, including its many relationships with other agencies and persons, on a day-to-day basis.
2. Support and facilitate the work of the HRWDB and its committees.
3. Work for the entire Board, not for individual members of the Board. Work closely with the Board Chair.
4. Lead the HRWDB within the confines of its mission.
5. Seek frequent counsel from the Board Chair.
6. Be “Chief of Staff” for the HRWDB. (As such, hire, manage and fire staff.)
7. Present to the HRWDB an annual budget for their modification and approval to work within during the year.
8. Be responsible for providing the HRWDB with necessary fiscal information in order for them to provide financial oversight.
9. Present regular reports to the HRWDB on the work of the contractors/service providers.
10. Train staff and assist in the training of Board members.
11. Engage the HRWDB in publicizing the programs and services offered.

Modified from Source: Don Wells, Duke University
Fundamentals of Board/President and CEO Relationships

1. The most important decision a Board makes is the selection of the President and CEO. The second is the selection of the Board Chair.

2. The quality of the relationship between the President and CEO and the Board Chair defines both the quality of the relationship between the whole Board and whole staff and the quality of the organization.

3. The Board’s task is governance. The President and CEO’s job is management. Many non-profits are well managed. Most are not mismanaged—they are simply unmanaged. The Board, however, should not try to “micromanage” operations. The President and CEO must be free to manage the day-to-day operation of the Board (i.e. contract preparation, negotiations with contractors, property purchases, etc.).

4. Board members need training to do what they do. So do President and CEOs and staffs.

5. Boards and President and CEOs work “for” each other towards fulfillment of their missions.

6. Boards that don’t know what is going on with their staff have only themselves to blame. When receiving or giving reports, never absolutely trust statistics. They are only part of the picture.

7. Leadership at any level takes courage.

8. Most community problems are, and always have been, solved at the community level by community members.

Modified from Source: Don Wells, Duke University
Interaction between Board and Staff

What Board Volunteers Bring to the Relationship

- Expertise in a variety of technical areas for which the organization couldn’t pay.
- The sanction of various external publics.
- Knowledge of various external publics.
- Continuity of policy and program.
- The ability to be a spokesperson.
- Influence to attract financial resources, human resources, and public resources.
- Preservation of the democratic process.
- An objective point of view of operations; the capability for critical review.
- Ability to effect change in the organization, see a broader perspective, bring new ideas.
- Collective wisdom.

What Board Volunteers Can Expect of Staff

- Attention to details of meetings, conferences, etc.
- Adequate preparation for meetings in which the board must play a leadership role.
- Complete, concise, and accurate information.
- Candor in individual and organizational relationships.
- Judicious use of time.
- Meeting of agreed deadlines, with notification if deadlines cannot be met.
- Prompt response to requests for information.
- Prompt return of phone calls.

What Staff Bring to the Relationship

- Expertise in profession.
- Basic knowledge of the organization.
- With their unique position as the bridge between the organization and board members, staff can coordinate activities and spot problems before the board generally do.
- In a culturally diverse organization, staff can be the bridge between cultures.
- Objectively in reaction to board volunteer suggestions.
- Ability to interpret board policy decisions and actions to lower-echelon staff.

What Staff Can Expect of Board Volunteers

- Fulfillment of commitments within agreed deadlines.
- Organizational knowledge and ability.
- Candid performance appraisal and assistance in performance.
- Leadership, vision, and critical perspective.
- Support in controversial situations.
- Easy access by phone, email, or visit.
- Loyalty, confidentiality.

Source: Human Resources Management Published by the Institute for Conservation Leadership
Tips for New Workforce Development Board Members

For a new workforce development board member, the workforce development system can be confusing. Here are ten tips that may help new board members get started.

1. **Study the economy.** Your value as a board member is greatly enhanced as your insight into the local economy and job market increases. Useful information is available from a variety of sources. The Virginia Employment Commission (VEC), for example, provides the raw facts: how many jobs there are in each industry, the kinds of jobs people hold, estimates of the size of the population and its characteristics, employment and unemployment figures, employment trends, and general wage levels. This information can be accessed through the Opportunity Inc. website (www.opp-inc.org) or through the VEC website (www.vec.state.va.us).

2. **Meet the customers.** Any quality organization will be responsive to its customers' needs. The Board’s primary customers are job seekers, employers, and the general public. Board members will want to develop a personal knowledge of these groups. Find opportunities to meet employers who hire program participants—and those that don't—to determine their needs and how well they are being met. Talk to program participants for the same reasons.

3. **Find out about education and training.** You will need to know what institutions and organizations provide services in your community. Which schools, colleges, technical schools, community-based organizations and other programs are involved in workforce development? What is their enrollment? How do they determine what to teach? What happens to their graduates? Talk with individuals at the institutions to find out their needs and concerns.

4. **Learn the law.** You are responsible for carrying out specific legislation (e.g., the Workforce Innovation & Opportunity Act – WIOA). Do not depend on others to explain what's in it before you have read it. Read it, then ask what it means. Beware of being entrapped in red tape. Remember: That which is not forbidden is permitted.

5. **Get to know the staff and service providers.** The professionals who staff the Board are your best source of information on the daily operations and requirements of the programs they administer. Learn their needs, interests, and concerns. This can greatly reduce the likelihood of confusion and misunderstanding as you participate in board policy deliberations. The Board contracts for services for WIOA. The staff can also arrange for the Board as a whole, its committees, or individual members to visit and/or monitor training sites and JobZone Training and Resource Centers to talk to the service providers about their concerns and interests.

6. **Study the performance numbers.** One of the primary responsibilities of the Board is to provide program oversight. Employment and training programs keep very good records and provide excellent reports on the number of people served, the number placed in jobs, costs, and more. Learn to read these reports and talk to the staff and other board members about what you have read. When you visit service providers, ask them about the data on their programs.
7. **Promote staff and board training.** It is not only the participants who need to learn. The quality of the Board and its staff depends on how well and regularly they are trained. Support systematic orientation and training of staff and board members.

8. **Use your networks.** You have been appointed to the Board because you represent a larger group (employers, labor, education, etc.). Talk to your colleagues about the issues the Board is facing. Get their views. Get them involved where appropriate (i.e. have them become HRWDB committee members, help host regional forums on specific issues, etc.).

9. **Practice patience and promote success.** The workforce development system is complex and not always rational. You will need to have patience at times to make the kind of changes you may think are obvious. On the other hand, the system is filled with dedicated, underpaid, and overworked professionals. Make sure they get the credit when they deserve it.

10. **Remember the taxpayer.** Effective workforce development and job training is an investment with a return that can be measured for many years. However, poorly planned and administered programs and services are an expense that will undermine public confidence in such programs and services. Make sure your community gets its money's worth.

Modified from source: Centralinia Workforce Development Board Reference Guide
Hampton Roads
Workforce Development Board

The Details of the Workforce Innovation & Opportunity Act
Overview of the
Workforce Innovation & Opportunity Act (WIOA)

Introduction

The federal Workforce Innovation & Opportunity Act (WIOA) offers a comprehensive range of workforce development activities through statewide and local organizations. Available workforce development activities provided in local communities can benefit job seekers, laid off workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities, and employers.

The purpose of these activities is to promote an increase in the employment, job retention, earnings, and occupational skills improvement by participants. This, in turn, improves the quality of the workforce, reduces welfare dependency, and improves the productivity and competitiveness of the nation.

Title I of the WIOA authorizes services for youth, adults, and dislocated workers. Eligible youth must be 14 to 24 years of age, and need services to overcome barriers to employment. A year-round youth program emphasizes attainment of basic skills competencies, enhances opportunities for academic and occupational training, and provides exposure to the job market and employment. Activities may include instruction leading to completion of secondary school, tutoring, internships, job shadowing, work experience, adult mentoring, and comprehensive guidance and counseling. The program emphasizes services for out-of-school youth.

Eligible adults must be age 18 or older. While eligible dislocated workers are generally individuals who have been terminated from their last employment and are unlikely to return to their previous industry or occupation, displaced homemakers and self-employed individuals also may qualify for these services. Adult and dislocated worker services are provided through our based One-Stop Career Centers. These centers provide access to a full range of services pertaining to employment, training and education, employer assistance, and guidance for obtaining other assistance. Our One-Stop Centers are designed to provide services that reflect the unique needs of our population.

Our One-Stop Centers use varied strategies in providing the appropriate services to meet the needs of customers:

- Self-Service and informational services are available to all customers without the need to meet program eligibility requirement. Examples of these services are the use of the resources room, including computers and other equipment, and self-directed access to labor market information, available jobs and other resources.
- WIOA merges core and intensive services into Career Services, without the requirement to follow a sequence of services. Customers must meet certain eligibility requirements. Examples are assessment of skill levels, career counseling, resume writing and other workshops, job search, placement assistance, follow-up and other services too numerous to list.
- Training Services are available to eligible individuals who have met the requirements for career services and have not been able to obtain or keep employment. Individual Training
Accounts are established to assist with the cost of training based upon the individual's choice of selected training programs.

Administration of WIOA

The Governor of Virginia established the Virginia Board of Workforce Development. This is a business-led board that acts as the principal advisor to the Governor and provides strategic leadership to the state regarding the workforce development system and its efforts to create a strong workforce aligned with employer needs.

The 15 Local Workforce Development Board Areas (LWDAs) administer WIOA services as designated by the Governor. Factors that are considered in designating these LWDAs include geographic location, population, and commonality of labor market areas. The Chief Local Elected Officials (CLEOs) of each LWDA appoints a Local Workforce Development Board (LWDB) with a local membership similar to the Virginia Board of Workforce Development. The Local WDB develops and submits a local area plan to the Governor, appoints local One-Stop operators, and selects eligible organizations to provide services for youth, adults and dislocated workers.

Benefits of WIOA

The activities provided by WIOA at the local level offer a variety of benefits to both program participants and the communities in which they reside:

- Job Seekers
- Universal access to job search and labor market information
- Advice, counseling, and support
- Education and skills training
- Individual choice of service

Youth

- Basic skills assessment
- Resources and guidance help to attain educational goals
- Leadership development opportunities
- Exposure to work environment through training and adult mentoring

Employers

- Influence over local area employment policy
- Improved and trained employee pool
- Development of on-the-job, customized and incumbent worker training opportunities
- Assistance for laid-off workers through Rapid Response Services

Community

- Access to local area job market information
- Improved workforce quality
- Services designed for local area needs
- Reduced need for welfare
Key Facts about the Workforce Innovation & Opportunity Act (WIOA)

Key Components of WIOA

- **Streamlined Services**
  - Programs, services partners and other providers of these services are coordinated and integrated into a coherent and accessible One-Stop System. One-Stop Workforce Centers serve as the cornerstone of the Workforce Development System. These centers unify training, education and employment programs into one customer friendly system.

- **Empowering Individuals**
  - Job training is provided largely through Individual Training Accounts (ITAs) at qualified and approved institutions. ITAs allow for adults and dislocated workers to obtain the job skills best suited to put them on a better career path.

- **Universal Access**
  - Any job seeker or individual seeking to advance his/her career has access to career through our One Stops or the Youth Career Center.

- **Increased Accountability**
  - State and local entities managing the workforce development system must meet required or agreed upon performance standards.

- **Strong Role for Local Boards and Private Sector**
  - Local, business-led boards are focused on strategic planning, policy development and oversight of the local workforce system. The active involvement of the private sector provides critical information about skills in demand, available jobs, expansion of career fields and the identification and development of useful programs.

- **State and Local Flexibility**
  - Significant authority is reserved for the Governor and local officials to tailor the workforce development system to local and regional labor market needs.

- **Improved Youth Programs**
  - Programs are linked to local labor market needs and community youth programs, with strong connections to academic and occupational learning.
## Acronyms and Definitions

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tr>
<td>ACAP</td>
<td>Army Career and Alumni Program</td>
</tr>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>AJB</td>
<td>America’s Job Bank</td>
</tr>
<tr>
<td>ALX</td>
<td>America’s Learning Exchange</td>
</tr>
<tr>
<td>ATB</td>
<td>America’s Talent Bank</td>
</tr>
<tr>
<td>CBO</td>
<td>Community-Based Organization</td>
</tr>
<tr>
<td>CLEOs</td>
<td>Chief Local Elected Officials</td>
</tr>
<tr>
<td>DARS</td>
<td>VA Department of Rehabilitative Services</td>
</tr>
<tr>
<td>DBA</td>
<td>VA Department of Business Assistance</td>
</tr>
<tr>
<td>DOE</td>
<td>Department of Education</td>
</tr>
<tr>
<td>DSS</td>
<td>Department of Social Services</td>
</tr>
<tr>
<td>DVA</td>
<td>U.S. Dept. of Veteran’s Affairs</td>
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<tr>
<td>DW</td>
<td>Dislocated Workers</td>
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<td>EEO</td>
<td>Equal Employment Opportunity</td>
</tr>
<tr>
<td>ES</td>
<td>Employment Services</td>
</tr>
<tr>
<td>ESL</td>
<td>English as a Second Language</td>
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<tr>
<td>ETA</td>
<td>Employment and Training Administration, USDOL</td>
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<tr>
<td>FY</td>
<td>Fiscal Year</td>
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<tr>
<td>GED</td>
<td>General Education Development</td>
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<tr>
<td>HHS</td>
<td>U.S. Dept. of Health and Human Services</td>
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<td>HRCC</td>
<td>Hampton Roads Chamber of Commerce</td>
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<tr>
<td>HREDA</td>
<td>Hampton Roads Economic Development Alliance</td>
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<tr>
<td>HRWDB</td>
<td>Hampton Roads Workforce Development Board</td>
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<tr>
<td>HUD</td>
<td>Housing and Urban Development</td>
</tr>
<tr>
<td>ISP</td>
<td>Individual Service Plan</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ITA</td>
<td>Individual Training Account</td>
</tr>
<tr>
<td>IWT</td>
<td>Incumbent Worker Training</td>
</tr>
<tr>
<td>JPR</td>
<td>Job Placement Rate</td>
</tr>
<tr>
<td>JTPA</td>
<td>Job Training Partnership Act – Replaced by WIA 7/99</td>
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<td>LEA</td>
<td>Local Education Agency</td>
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<td>LMI</td>
<td>Labor Market Information</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
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<td>LMS</td>
<td>Labor Market Statistics</td>
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<td>LWDB</td>
<td>Local Workforce Development Board</td>
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<td>MIS</td>
<td>Management Information System</td>
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<td>MOA</td>
<td>Memorandum of Agreement</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NAFTA</td>
<td>North American Free Trade Agreement</td>
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<td>O*Net</td>
<td>Occupational Information System</td>
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<td>OJT</td>
<td>On-the-Job Training</td>
</tr>
<tr>
<td>OppInc. or OIHR</td>
<td>Opportunity Inc. of Hampton Roads</td>
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<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
</tr>
<tr>
<td>PDCCC</td>
<td>Paul D. Camp Community College</td>
</tr>
<tr>
<td>PY</td>
<td>Program Year</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal</td>
</tr>
<tr>
<td>SBA</td>
<td>Small Business Administration</td>
</tr>
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<td>SDA</td>
<td>Service Delivery Area</td>
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<td>SIC</td>
<td>Standard Industrial Classification code</td>
</tr>
<tr>
<td>SSDI</td>
<td>Social Security Disability Insurance</td>
</tr>
<tr>
<td>SSI</td>
<td>Social Security Insurance</td>
</tr>
<tr>
<td>TAA</td>
<td>Trade Adjustment Assistance</td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Assistance to Needy Families</td>
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<td>TCC</td>
<td>Tidewater Community College</td>
</tr>
<tr>
<td>TNCC</td>
<td>Thomas Nelson Community College</td>
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<tr>
<td>UI</td>
<td>Unemployment Insurance</td>
</tr>
<tr>
<td>USDOL</td>
<td>U.S. Department of Labor</td>
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<tr>
<td>VAWC</td>
<td>Virginia Workforce Connection</td>
</tr>
<tr>
<td>VEC</td>
<td>Virginia Employment Commission</td>
</tr>
<tr>
<td>WARN</td>
<td>Worker’s Advance Relocation Notice</td>
</tr>
<tr>
<td>WC</td>
<td>Workers’ Compensation</td>
</tr>
<tr>
<td>WIA</td>
<td>Workforce Investment Act – Replaced by WIOA 7/15</td>
</tr>
<tr>
<td>WDB</td>
<td>Workforce Development Board</td>
</tr>
<tr>
<td>WIOA</td>
<td>Workforce Innovation &amp; Opportunity Act</td>
</tr>
</tbody>
</table>
Overview of WIOA Programs and Grant Programs

**WIOA Adult Program** - Funds from the Department of Labor (DOL) allocated to local workforce regions annually by formula on a program year cycle. These funds are used to provide for universal access core services for adults, in addition to, intensive and training services for adults who are determined to be in need. WIOA Adult Program funds are administered at the State level by the Virginia Community College System (VCCS).

**WIOA Dislocated Worker Program** - Funds from the DOL allocated to local workforce regions by formula on a program year cycle. These funds are used to provide for universal access core services for dislocated workers, in addition to, intensive and re-training services for dislocated workers determined to be in need. WIOA Dislocated Worker Program funds are administered at the State level by the VCCS. Under WIOA, 100% of Adult and Dislocated Worker Funds are transferable between the two.

**WIOA Youth Program** - Funds are used to provide comprehensive year round youth workforce development services to in-school and out of school youth, fourteen (14) to twenty-four (24) years of age. In-school programs provide students with academic, vocational career exploration and special career immersion activities. Out-of-School programs provide youth who are no longer in school with workplace readiness skills, occupational skills training and preparation for post-secondary training. WIOA Youth Program funds are administered at the State level by the VCCS.
Virginia Career Works

With the focus on improved customer service and a streamlined approach towards meeting the needs of employers and job seekers, Virginia designed a system, known as the Virginia Career Works, to incorporate local, state and federal workforce development initiatives into a singular access points. Virginia Career Works – Hampton Roads carry out this state direction on a local level. Virginia Career Works – Hampton Roads provide a seamless delivery of services that is effective, productive and results driven. Through our partnerships with public and private organizations, we are able to provide a wealth of employment services to employers and job seekers alike.

**Virginia Career Works – Hampton Roads Locations**

<table>
<thead>
<tr>
<th>Virginia Career Works - Norfolk</th>
<th>Virginia Career Works - Franklin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Comprehensive Center</td>
<td>Paul D. Camp Community College</td>
</tr>
<tr>
<td>861 Glenrock Road, Suite 100</td>
<td>100 North College Drive</td>
</tr>
<tr>
<td>Norfolk, Virginia 23502</td>
<td>Franklin, Virginia 23851</td>
</tr>
<tr>
<td>(757) 461-7537</td>
<td>(757) 569-6070</td>
</tr>
<tr>
<td>HOURS:</td>
<td>HOURS:</td>
</tr>
<tr>
<td>Monday - Friday</td>
<td>Monday - Friday</td>
</tr>
<tr>
<td>8:30 a.m. - 4:30 p.m.</td>
<td>8:30 a.m. - 4:00 p.m.</td>
</tr>
<tr>
<td>Headquarters Site</td>
<td>Closed 12:00 p.m. - 1:00 p.m. for lunch</td>
</tr>
<tr>
<td></td>
<td>Satellite Center</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Virginia Career Works - Suffolk</th>
<th>Virginia Career Works - Portsmouth</th>
</tr>
</thead>
<tbody>
<tr>
<td>157 North Main Street</td>
<td>4824 George Washington Highway</td>
</tr>
<tr>
<td>Suffolk, Virginia 23434</td>
<td>Portsmouth, VA 23702</td>
</tr>
<tr>
<td>(757) 514-7737</td>
<td>Phone 757-558-4462</td>
</tr>
<tr>
<td>HOURS:</td>
<td>HOURS:</td>
</tr>
<tr>
<td>Monday &amp; Tuesday</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>8:30 a.m. - 4:30 p.m.</td>
<td>8:30 a.m - 4:30 p.m</td>
</tr>
<tr>
<td>Satellite Center</td>
<td>Satellite Center</td>
</tr>
</tbody>
</table>
The Region is served by three strategically located One-Stop Workforce Centers and two Youth Career Centers.
Strategic Partners in Workforce Development

Workforce development, once viewed as the sole responsibility of the education community, now requires a comprehensive workforce development system that leverages community assets to reach its goals. For Opportunity Inc. to be successful requires the participation of leaders in business, education, economic development, government, labor, community-based organizations, faith-based entities, non-profits, and other area agencies and organizations. These organizations and the leaders that represent them will act as our "Strategic Partners." Treating workforce development as a community imperative allows us to combine our resources and sharpen our focus, which in turn increases our capabilities for achieving the goal of a more viable, competitive workforce for Hampton Roads.

AARP
Job Corps Vocational Training Program
Senior Services of Southeastern Virginia
Virginia Employment Commission
Virginia Department of Rehabilitative Services
Virginia Department for the Blind and Visually Impaired

Paul D. Camp Community College  
Tidewater Community College

Hampton Roads Economic Development Alliance
Hampton Roads Chamber of Commerce

Economic Development Departments in Chesapeake, Isle of Wight, Franklin, Norfolk, Portsmouth, Southampton, Suffolk, and Virginia Beach

Public Schools Divisions in Chesapeake, Franklin, Isle of Wight, Norfolk, Portsmouth, Southampton, Suffolk, and Virginia Beach.

Redevelopment and Housing Authorities in Chesapeake, Franklin, Norfolk, Portsmouth and Suffolk

Social Services Departments in Chesapeake, Franklin, Isle of Wight, Norfolk, Portsmouth, Southampton, Suffolk, and Virginia Beach
Overview of Funding, Budget and Expenditure Summary

Opportunity Inc. of Hampton Roads
Funding, Budget and Expenditure Summary
for Eleven Months Ended May 31, 2015

PERCENT OF YEAR COMPLETED - 91.67%

<table>
<thead>
<tr>
<th>Source of Funds (Annual Allocation)</th>
<th>WIA</th>
<th>Work</th>
<th>Youth</th>
<th>Work</th>
<th>Youth</th>
<th>Subtotal</th>
<th>Work</th>
<th>Youth</th>
<th>Total</th>
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<tbody>
<tr>
<td>WIA Adult</td>
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<td>$941,058</td>
<td>$1,725,359</td>
<td>$647,472</td>
<td>$3,322,831</td>
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<td>$725,262</td>
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<td>$1,339,076</td>
<td>$255,376</td>
<td>$833,744</td>
<td>$233,378</td>
<td>$210,744</td>
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<tr>
<td>WIA Youth</td>
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<td>$660,639</td>
<td>$2,202,278</td>
<td>$561,278</td>
<td>$2,763,558</td>
<td>$515,278</td>
<td>$516,058</td>
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<td>Subtotal</td>
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<td>$1,982,592</td>
<td>$7,104,625</td>
<td>$2,454,786</td>
<td>$9,557,401</td>
<td>$2,462,711</td>
<td>$2,731,322</td>
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<tr>
<td>Subtotal</td>
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<td>$1,060,620</td>
<td>$3,764,240</td>
<td>$7,114,240</td>
<td>$10,878,400</td>
<td>$4,104,240</td>
<td>$4,812,680</td>
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<td>Utilization</td>
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<td>$1,060,620</td>
<td>$3,764,240</td>
<td>$7,114,240</td>
<td>$10,878,400</td>
<td>$4,104,240</td>
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<table>
<thead>
<tr>
<th>Use of Funds (Year-to-Date Expenditures)</th>
<th>WIA</th>
<th>Work</th>
<th>Youth</th>
<th>WIA</th>
<th>Work</th>
<th>Youth</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Programs</td>
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<td>$461,745</td>
<td>$1,936,910</td>
<td>$4,806,590</td>
<td>$509,410</td>
<td>$524,910</td>
<td>$5,331,500</td>
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<td>Work</td>
<td>$2,398,745</td>
<td>$461,745</td>
<td>$1,936,910</td>
<td>$4,806,590</td>
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<td>$524,910</td>
<td>$5,331,500</td>
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<td>Youth</td>
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<td>$461,745</td>
<td>$1,936,910</td>
<td>$4,806,590</td>
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<td>$5,331,500</td>
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<td>Work</td>
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<td>$461,745</td>
<td>$1,936,910</td>
<td>$4,806,590</td>
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<td>$524,910</td>
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<tr>
<td>Youth</td>
<td>$1,936,910</td>
<td>$461,745</td>
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<td>$4,806,590</td>
<td>$509,410</td>
<td>$524,910</td>
<td>$5,331,500</td>
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<td>Subtotal</td>
<td>$5,335,655</td>
<td>$923,490</td>
<td>$3,873,820</td>
<td>$9,613,180</td>
<td>$1,018,820</td>
<td>$1,049,820</td>
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<tr>
<td>Subtotal</td>
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<td>$923,490</td>
<td>$3,873,820</td>
<td>$9,613,180</td>
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<td>$1,049,820</td>
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<tr>
<td>Subtotal</td>
<td>$5,335,655</td>
<td>$923,490</td>
<td>$3,873,820</td>
<td>$9,613,180</td>
<td>$1,018,820</td>
<td>$1,049,820</td>
<td>$10,662,000</td>
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<tr>
<th>Program Performance Statistics</th>
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<th>Work</th>
<th>Youth</th>
<th>WIA</th>
<th>Work</th>
<th>Youth</th>
<th>Total</th>
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<td>MAAC Annual</td>
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<td>1,400</td>
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<td>Less-Carry-Over</td>
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<td>391</td>
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<td>New Participants</td>
<td>464</td>
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<td>341</td>
<td>800</td>
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<td>ACTUAL Year-to-Date</td>
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<tr>
<td>Less-Carry-Over</td>
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<td>351</td>
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<td>New Participants</td>
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<td>Performance Rate</td>
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<td>60%</td>
<td>60%</td>
<td>60%</td>
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<td>Workforce Out of Placement Work</td>
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<td>132,10</td>
<td>132,10</td>
<td>132,10</td>
<td>132,10</td>
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Total Budget by Categories
Actual Year-to-Date Expenditures by Funding Source and Budget Category
Planned and Actual Performance by Program
Appendix