Hampton Roads Workforce Development Board
Policy Emphasis

The Hampton Roads Workforce Development Board has a long commitment to business-led strategies that will best impact the regional economy and that of the Commonwealth. Education, training and industry-recognized credentials in high-growth and high occupational demand sectors are the foundation of career development and training expenditures for Hampton Roads’ Region XVI. The emphasis on specific sectors (health care, advanced manufacturing, logistics/transportation, information technology) is driven by our regional partnership’s economic competitiveness strategy, the recruitment plan for the regional economic development alliance, and our own research on future trends and opportunities.

The business leaders who serve on the Board of Directors provide valuable input into industry needs and the changing requirements of the workplace. That input is enhanced with industry focus groups and industry champions. By way of example, Opportunity Inc, local industry leaders, educators (high school Career and Technical Education, Tidewater Community College, and Old Dominion University) have undertaken a collaborative effort to develop a career pathway for the advanced manufacturing sector (specifically mechatronics) that provides coursework in high school with dual enrollment credit and national industry recognized credentials, continuing at the community college level with additional stackable credentials and offers the opportunity to continue on to the university to complete a 4-year degree (Bachelors of Applied Engineering).

The Hampton Roads Workforce Development Board also has been awarded grant funds from the Department of Labor to provide additional resources to support the health care sector as well as an award for the development and launch of entrepreneurs. These grants are in collaboration with other regions in the Commonwealth. The health care grant specifically provides the opportunity to allow multiple entry and exit points for job seekers and targets individuals already having some experience in the health care sector, giving them the education/training to progress to higher-skilled, higher-paid occupations within the industry.

The focus on the development of entrepreneurs and the job creation/business creation outcomes associated with the strategy is somewhat new for organizations that utilize federal funding but not for our region. The Hampton Roads Workforce Development Board has for many years included entrepreneurship as part of its strategic plan and has supported efforts to recruit and retain young talent in the region, foster strategies that support business development and provide counseling and support services to transitioning workers (Ford and International Paper for example) that includes business development and ownership. The recent grant award provides more resources to directly impact individuals interested in that particular career path. It also builds regional capacity in our colleges and universities, as well as other non-profits, to better support entrepreneurship in the long term.

The local board provides strong leadership and support for the Commonwealth’s policy emphasis on career pathways that includes industry-recognized credentials, intensive wrap-around services, various entry and exit points for job seekers, sector strategies and stackable credentials.
# Business Services

The Hampton Roads Workforce Development Board strongly believes in a system that addresses the needs of the business community for trained and qualified workers. A talented and skilled workforce can drive business expansion and economic development.

Opportunity Inc.’s One-Stop Workforce Centers are the forward edge of a comprehensive workforce development system meant to help job seekers and employers alike. Not only is training aligned with industry needs, providing individual clients with the greatest chance to find employment, but Opportunity Inc. provides direct services to employers as well. Services include:

- Assistance in finding qualified workers
- Performing worker assessments
- Financial incentives for “On the Job Training” of eligible employees
- Information on tax credits for new hires and filing assistance
- Access to the Federal Bonding Program
- Labor Market Information
- “Rapid response” services to assist employers undertaking layoffs or closure
- Interview facilities
- Information on and referral to business start-up, retention and expansion services
- Information on and referral to sources for developing customized training programs

We believe that creating strong working relationships with local industries allows us to fulfill the spirit and intent of the Workforce Investment Act legislation which emphasizes the importance of industry-led strategies for workforce development.

For a complete listing of Opportunity Inc. business services please go to our website [www.opp-inc.org](http://www.opp-inc.org).

# Entrepreneurship

*Launch Hampton Roads* is Opportunity Inc.’s grant to provide entrepreneurship training under the U.S. Department of Labor's Workforce Innovation Fund as part of a three region Virginia consortium. In Hampton Roads, the program will provide 250 adult and dislocated workers eligible for Workforce Investment Act (WIA) services with comprehensive entrepreneurship training and technical assistance. All clients will receive customized training in a core curriculum that includes: business planning; accounting; finance and credit; and sales and marketing. The educational component will be further enriched with services that include mentoring; networking events; and specialized training in areas like federal contracting. The long-term benefit, in addition to those individuals who will start companies and create jobs, is the capacity building in the region for education/training, mentoring, networking and defining the creative environment that values and fosters entrepreneurs.

# Industry Sectors and Pipeline Expansion

In June 2012, Opportunity Inc. released a study, *Driving Hampton Roads Competitiveness: Meeting the Demand for a Skilled Workforce*. The report, done in cooperation with Chmura Economics and Analytics, identified major occupational growth areas in Hampton Roads. These include advanced manufacturing, health care and information technology.
The advanced manufacturing cluster specifically identified CNC operations (computer Controlled Machine operators and programmers) as a worker shortage in the industry. An example of current initiatives underway to address that skill requirement was described in the section entitled “Policy Emphasis.”

Additionally, manufacturing requirements of the shipbuilding and ship repair industry have been a major emphasis of industry sector and pipeline strategies. Opportunity Inc. is participating in the Norfolk City effort to bring a national model for a high school that better prepares young people for the careers that are in high demand and strongly supports strong academic preparation. The occupational demand study mentioned above is being used as a foundation for the academies that would be required. Industry leaders, many from the shipbuilding industry have been active participants in the planning.

As part of our business services initiatives, we have held a job fair specifically for the ship repair companies in South Norfolk and it has been met with great success. Job seekers had the benefit of advanced screening and preparation that resulted in much higher numbers of job placement.

In support of the health care industry, the region has convened a large representation (55 individuals) of the provision of health and medical services as well as education/training, to identify occupational requirements, obstacles to skill acquisition and opportunities for collaboration and coordination. Subjects such as availability of clinical rotation slots, hiring requirements for Bachelors of Nursing, the potential for shared modeling and simulation equipment and labs were some of the issues for further discussion. These meetings and relationships form the basis for job placement opportunities for individuals served by our one-stop, health care grant and veterans programming.

Lastly, Opportunity Inc. is working with representatives of the information technology sector to identify specific occupational and skill requirements. Efforts to secure internship positions for local university students with IT companies has been an initial focus of the discussions, driven by industry priorities. Expansion of efforts to support the IT industry will be an area of focus for program year 2013.

Veterans Workforce Services

Opportunity Inc has a long history of service to veterans and their families. Department of Labor provided $25 million in funding to Hampton Roads to support military spouses in their education, training and job placement over a five-year period. More recently, the Hampton Roads Workforce Development Board has supported a transition center in Suffolk to serve the needs of individuals displaced by the disestablishment of the Joint Forces Command.

There is an aggressive and targeted approach to outreach and service to veterans and their families. Outreach efforts include coordination with Fleet and Family Services, Transition Assistance Programs, recruitment and information activities at military related job and education fairs, the Wounded Warrior Project, military command ombudsman/Family Readiness Groups and the Tidewater Community College Center for Military and Veterans Education, the Freedom Support Center at Fort Monroe, to name only some of those providing information and support to veterans.
Opportunity Inc.’s One-Stop Center has created a “center within a center” with a dedicated phone line, customized workshops, the VEC Veterans Program staff, an a dedicated career developer who is prepared to serve as a point of contact for veterans. Additional program support and specific training emphasis on advanced manufacturing and information technology will be supported by a recently awarded $250,000 grant for Veterans.

The Board of Directors has maintained a seat for a military representative. That position is currently held by the City of Norfolk’s Special Assistant to the Mayor for Veterans Affairs. Opportunity Inc has been a sponsor of the Virginia Values Vets (V3 program) and has produced a Guide to Hiring Veterans for Employers in Virginia. A copy of the Guide is available on the web site at www.opp-inc.org.

Labor Market Information

Opportunity Inc. utilizes real time Labor Market Information (LMI) for periodic analyses and reports. Custom reports are used to respond to economic development marketing and recruitment requirements in the region. Opportunity Inc is oftentimes included as part of the business recruitment team for the regional economic development alliance to address the strengths of the regional workforce and answer questions that will ultimately assist industry leaders in their decision making. Additionally, Opportunity Inc subscribes to customized labor market software (JobsEQ). See Appendices C1-C6.

LMI data is used to identify demand occupations and anticipated surpluses and shortages. It is provided to career developers who in turn can better assist job seekers with their career planning. Quantitative data is always supported with qualitative information obtained by focus groups and industry sector discussions.

Opportunity Inc prepares a major report on a one to two year cycle. This past year, a regional Occupational Demand Study was undertaken and provided to educators, business and community leaders and the public to assist in policy and strategy development as well as in establishing academic priorities for many of the schools and colleges in the region.

Branding & Customer Service

Branding of the workforce development system has been a consist challenge for the region and the Commonwealth. Individual agencies and organizations have their own mandates, performance expectations and branding requirements that have proven to be barriers to comprehensive, coordinated branding and identity for the “system”. Opportunity Inc. has committed to the development of a brand that identifies the organization, and Board of Directors, as “the authority” on workforce development in the region. That brand is not meant to be exclusive but rather inclusive of the organizations and representation on our Board (which includes the workforce development stakeholders in the region).

The brand is supported by quality business services and strong job seeker support that is a vital component to the region’s economic development strategy. Business story placement, LMI reports, and commitment to continuous improvement help strengthen the brand.
The logos and taglines currently in use are provided in Appendix A.

Customer Service evaluations are planned for the upcoming year. The organization supports a business survey of some 6000 companies every 5 years and this year, another survey is planned. Opportunity Inc is in the process of developing a job seeker survey of core and intensive clients and a business survey for those companies where we have direct interaction.

Service Delivery Integration

The Memorandums of Understanding, between workforce development partners, provide the framework for the integration and leveraging of resources. Partner representation and participation in the One-Stop is the best expression of commitment to collaboration and ultimately integration. Examples of co-case management such as Trade and WIA services, as well as Department of Rehabilitative Services (DARS) and WIA, provide the starting point for exploring more ways to better leverage resources across agencies. Additionally, customer referrals between partners is encouraged and tracked to help guarantee that businesses and job seekers receive the benefit of the wide range of programs and services available and that the providers can determine new and better processes that result in improved outcomes and efficiencies.

Credential Attainment and Unskilled and Low-Skill Workers

Industry-recognized credentials, and in particular, nationally recognized credentials, have been increasingly important to industry leaders as they seek to better identify individuals with the specific skills required for increasingly technical occupations. The number of credentials awarded to our job seekers who have entered training is a performance measure of the workforce development system and Opportunity Inc.

Individuals who are basic skills deficient or who lack basic academic credentials, i.e., a GED or a high school diploma, receive intensive career counseling and develop an individual plan that identifies the steps to training, credential, entry-level employment and future training and employment advancement opportunities (career pathways). Adult basic education and remedial services are made available through the One-Stop Comprehensive Center and are provided by the regional consortium of Adult Basic Education providers. Additionally, remedial courses that might be required for coursework at the community college are included as part of the individual educational planning for the job seeker.

Further opportunities exist for exploration at the regional and state level of other methodologies and job readiness curriculum that can prepare individuals who lack the basic education to engage in preparation for the GED or the remedial coursework necessary to be competitive for employment. Opportunity Inc. will continue to work with employers and education and training providers to seek innovative solutions for these job seekers.
Requirements of Local Plans

The elements described below are required to be included in each local plan, in accordance with Workforce Investment Act Section 118.

- Governance information

  - Outline how the WIB coordinates and interacts with Chief Local Elected Officials (CLEO).

The Mayors and Chairs (CLEOs) of the eight (8) jurisdictions that comprise Workforce Investment Area 16 meet regularly to discuss regional issues including workforce development. Opportunity Inc. staff attend these meetings and brief the group accordingly.

The CLEOs of the eight (8) jurisdictions are responsible for the nomination and appointment process for membership to the local Workforce Investment Board (WIB). In partnership with the local WIB, they are also responsible for nominating members of the local Youth Council. Staff of the CLEOs participate in the development of the Hampton Roads Workforce Development Strategic Plan, meet to be briefed on workforce activities, and participate through board committees.

The CLEO-LWIB agreement describes the respective roles and responsibilities of both parties. Specifics are contained in Attachments 1 & 2.

The Hampton Roads Workforce Development Board hires staff to implement its Board responsibilities in meeting workforce system requirements and Board’s mission. The CLEOs established Opportunity Inc., as an “regional authority” under Virginia law, to serve as the fiscal agent, sub-recipient of WIA funds and staff to the Board. The President and CEO of Opportunity Inc. is responsible for providing direction and coordination to all other efforts undertaken by the Board. Each Committee is assigned staff to assist them in strategic planning, the coordination and leveraging of resources and collaboration. Please see attachments 1 & 2 for more information.

  - Outline how the WIB meets its responsibilities for oversight, monitoring, and corrective action for WIA Title programs;

A committee structure is in place to engage the Board in planning and carrying out its responsibilities for oversight, monitoring and corrective action of the Workforce Development System. The following are Standing Committees of the Board: Executive Committee; Policy and Strategic Planning Committee; Workforce Services Committee; Business Services Committee; and Finance and Audit Committee. The Chairpersons and Vice Chairpersons of the Standing Committees must be members of the Board; however, other committee members do not have to be members of the Board.

**Executive Committee.** The Executive Committee is composed of the Board Chairperson and Vice-Chairperson, the Chairpersons and Vice-Chairpersons of the Standing Committees and the Youth Council, the three representatives of the Mayors’ and Chairs’ Caucus, the past Board Chairperson, the representative of the WIA grant recipient and the President and CEO of the Hampton Roads Chamber of Commerce and up to two other members as determined by the Board Chairperson. The Board's President/Chief Executive Officer serves as a non-voting member of the Executive Committee. The Board Chairperson and Vice-Chairperson serve as Chairperson and Vice-Chairperson of the Executive Committee. The Executive Committee plans, coordinates and expedites 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, including the Workforce Investment Act (WIA) 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 Workforce Services Committee oversees the continuous improvement and effectiveness of the Hampton Roads One-Stop System and the WIA services carried out through the One-Stop System.

**Business Services Committee.** The Business Services Committee works with companies and industry groups to identify their workforce needs – 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 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 Investment Act. In order to facilitate the on-going participation of the local jurisdictions in workforce development activities and the Workforce Investment Act (WIA) in particular, the CLEOs have each appointed one representative to the Finance and Audit Committee. These representatives are provided with advance notice of all other Board and Committee meetings at which their attendance is encouraged.

**Youth Council.** The Youth Council develops the portions of the local plan related to youth, subject to the approval of the Board. The purpose of the Youth Council is to strengthen the capacity of education, youth development and training programs to provide high quality services that are aligned with the workforce skills required in today's economy. The Youth Council recommends 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 Council conducts oversight with respect to the eligible providers of youth activities in the local area. The Youth Council performs other duties determined to be appropriate by the Chairperson of the Board.

- Provide a description of the WIB’s contract management process, to include the process for transitioning service providers and contingency plans for unforeseen termination of service provider agreements.

Contracts are entered into with sub-recipient program service providers as a result of an Request for Proposals (RFP), proposal review and recommendation from the applicable Board Committee or Youth
Council and subsequent approval and funding authorization by the Board. Contracts are between Opportunity Inc. 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 a number of other standard contract clauses. In addition, the provider’s RFP proposal, as accepted by Opportunity Inc., is included by reference. Transitioning service providers are provided with applicable training by Opportunity Inc 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 Council.

- **Outline how the WIB conducts business in accordance with the Sunshine Provisions of WIA; and,**

The Hampton Roads Workforce Development Board and Opportunity Inc. comply with the Sunshine Provisions of WIA through the advertisement of meetings on its website, having all meetings open to the public and providing a public comment period at each meeting.

- **Provide Staffing plans for the WIB.**

A current staffing/organizational chart is included in attachment 3.

- **Labor Market Information that identifies:**
  - the workforce investment needs of businesses, jobseekers, and workers in the local area;
  - the current and projected employment opportunities in the local area; and
  - the job skills necessary to obtain such employment opportunities.

Opportunity Inc. utilizes labor market and economic data from a variety of sources including: State of Virginia Department of Education and Virginia Workforce Connection Labor Market Information site; Private data aggregators (like JobsEQ); and US Government primary sources (Census, Bureau of Labor Statistics, Bureau of Economic Analysis and others as appropriate). Information from these sources is used to:

- Set WIB policy for approved training programs. Occupational gap and growth information is used to link training program approval to expected employment demand.
- Better inform One-Stop personnel on in-demand occupations in order to better advise clients.
- Inform Opportunity Inc.’s Board of Directors, Youth Council and various standing committees on workforce and economic conditions and trends.
- Inform LWIA# 16 local governments and the Public on workforce and economic conditions and trends via special presentations, regular publications and the Opportunity Inc website.
- Develop programs in areas of identified need.

Published labor market data is periodically augmented with local information from various sources. Opportunity Inc. conducts business surveys to determine employer workforce needs (quantity and skills needed) and the type of assistance that would be most valuable. The last such survey was conducted in 2008; however, plans are underway to conduct another in 2013.

Opportunity Inc. hosts industry cluster workgroups in advanced manufacturing, health care and
information technology to identify businesses specific programming needs.

Lastly, Opportunity Inc. sponsors major economic reports like the 2012 “Driving Hampton Roads Competitiveness: Meeting the Demand for a Skilled Workforce.”

These surveys, reports and industry cluster meetings always include the entire metropolitan area, not just LWIA 16. Frequently, such efforts are co-sponsored with LWIA 14 as well as local and regional economic development organizations.

See Appendices C1-C6 for examples of Labor Market Information commonly used.

- Describe the one-stop delivery system in the local area, including:
  - the Virginia Workforce Center Operator for each site in the area;

The One-Stop System in Hampton Roads is operated by an Operator Consortium designated by the HRWDB with the concurrence of the CLEOs. The members of the Operator Consortium are the City of Virginia Beach, VEC, DARS and Opportunity Inc. of Hampton Roads. The relationship is stipulated in an MOU which has been executed by all parties. Under this relationship, Opportunity Inc. is designated as the managing partner and fiscal agent. MOUs with other required partners have been executed.

The One-Stop Operator Consortium coordinates System activities available at the Comprehensive Center and Satellite sites. Specific staff contact names for each site location are available upon request.

- physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned); if applicable, the locations of Virginia Workforce Network affiliated sites, partner sites or specialized centers;

The current Comprehensive One-Stop Center is located at Suite 223, 861 Glenrock Road, Norfolk, Virginia 23502; the Franklin Satellite site is located in the Paul D. Camp Community College Workforce Development Center, 100 N. College Drive, Franklin, Virginia 23851; and, the Suffolk Satellite site is located in the City of Suffolk Workforce Development Center, 157 Main Street, Suffolk, Virginia 23434. In addition, Opportunity Inc. has a staff presence at The Virginia Regional Center for USJFCOM Workforce Transition and Business Development in Suffolk and has 22 affiliate Share Network Access Point (SNAP) locations. A complete listing of SNAP sites is available at: www.opp-inc.org/job-seekers/111-snap-sites.

These site locations were selected based on customer flow, transportation, resource proximity and other key considerations. Customer traffic and related services are tracked for each site on an ongoing basis. There are no current plans for additions and/or changes to site locations, at this time.

- services provided by each partner mandated by federal and state law, and other optional partners;

Detailed descriptions are included in the partner MOUs included in attachments 4a.-4n.
o a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants; and,

As part of the annual ITA Application Process, detailed information is received from training provider applicants regarding proposed program courses and contents, training durations, training delivery modalities, related accreditations, training facilities, employment projections and actual performance outcome information, as well as, a number of other factors. Current local labor market demand and related occupational projections is also developed by Opportunity Inc. and considered as part of the process. In addition, input for refinement and/or changes to the annual slate of approved training programs is also received from the HRWDB Business Services Committee, as well as, through the conduct of periodic surveys of business and job seeker customers. Continuous improvement of the ITA Program underpins each year’s annual effort.

Outcome performance and process delivery for all WIA funded services and activities are monitored by Opportunity Inc. on an ongoing basis in relation to established performance measures and procedures. Based on the results of this activity, feedback is provided to providers and appropriate strategies for improvement are implemented, as appropriate. Periodically, jobseekers and employers within the region are surveyed regarding the services and activities that were received, as well as, additional ones that are needed. Improvement changes are implemented, as applicable and appropriate. Additional feedback from the business community is received as part of the ongoing OJT Program and direct job placement service activity and is considered in the ongoing improvement of related customer services and activities. Where applicable, technical assistance is provided to service providers and training needs for staff are identified and provided.

o strategies to meet Virginia Workforce Center certification as required by Virginia Workforce Council Policy 10-1.

Opportunity Inc. has met the requirements set forth under VWL #11-12 for Phase 1, Calendar Year 2012 Virginia Workforce Center Certification. Opportunity Inc. is currently conducting a self-assessment in regards to the requirements set forth for Phase 2, Calendar Year 2013 Certification, benchmarking the status or required compliance items, identifying any gaps and providing for actions to eliminate such, as applicable and appropriate, and identifying any technical assistance needs. This process is being led by the Opportunity Inc. One-Stop Director, in coordination with the members of the Operator Consortium Management Team, with ongoing oversight from the Opportunity Inc. Operations Officer and HRWDB Workforce Services Committee. The process is currently on track to be able to request certification from the State by July 31, 2013.

• A description of the levels of performance to be used to measure the impact of the local area and to be used by the local board for evaluating the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system;

Actual performance outcomes in relation to the performance goals negotiated and agreed to with the State for the WIA Common Measures and additional Virginia Workforce Council Performance Measures will be tracked and reported in order to provide a snapshot for the overall performance of HRWDB programs and initiatives. Also, performance outcomes for eligible training providers and program contracts will be tracked, reported and reviewed on an ongoing basis. In addition, information provided as a result of audits and monitoring reviews will also be used to measure the impact of operations. All such information will be provided to the Board through the applicable standing committees and Youth Council for review.
A description of adult and dislocated worker employment and training activities in the local area, to include:

- universal access to core services; access to employment, training and supportive services;

The One-Stop System is based on a three (3) tiered approach to service delivery.

Under “core services,” customers have access to the full array of services set forth under current State WIA Policy and may receive an initial assessment, as applicable and appropriate. These services primarily include access to resource room assistance, workshops (Interview Techniques, Resume 101, Job Search Strategies, Computer Basics, etc.), LMI, initial assessment, information regarding training providers and information and access to VEC services.

“Intensive services” and “training services” are also available for eligible customers determined to be in need of such services and formally registered for such. Intensive services include the conduct of a full and comprehensive assessment, development of an Individual Service Strategy (ISS), job placement assistance, and a number of other “one on one” staff services and activities. Training services are primarily delivered through the issuance of ITA vouchers to eligible training providers and also include the use of OJT contracts with local employers and Customized Training.

Training services for incumbent workers may also be provided in accordance with VCCS Policy #02-04, as applicable and appropriate. Although WIA funded supportive services are not provided at this time, One-Stop staff make referrals from an extensive list of local supportive service provider organizations as needed.

All One-Stop System staff receives training in regards to the types of and customer access to WIA core services available through the One-Stop System. Staff assists customers to identify and navigate through the various core services. It is clearly understood by all staff that core services are available to customers without the requirement of eligibility qualification and WIA registration. This is also communicated to customers through various informational briefing and printed materials, through ongoing community outreach and recruitment activities and through the operation of local SNAP sites. In addition, universal access core services are detailed in each partner organization MOU.

Customers will access WIA Title I (B) information and services electronically and through hard copy documents within and disseminated from the One-Stop Centers, as part of the delivery of core services and related outreach and recruitment efforts conducted with the community and with partner organizations. Also, center staff will provide access to information and services through the conduct of regular orientation and other informational workshops, briefings and on-site employer rapid response activities, as well as, through authorized SNAP partner sites. Eligible customers will primarily access intensive and training services through Title I (B) funded staff. All Center staff will be trained to provide access to One-Stop System information and services.

- the area’s definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals; and,

The HRWDB has established that self-sufficiency is annual family income for an employed worker, which is at or above the specific family size income values calculated by Opportunity Inc. for the region. These values are calculated based on a methodology which incorporates the most recent census data for the region, weighted by the individual localities within the region, and further refined to reflect current year price levels using the Consumer Price Index (CPI). The self-sufficiency income values are
periodically reviewed by Opportunity Inc. and revised, as appropriate. Family income for this purpose is determined and documented by One-Stop staff in accordance with State WIA eligibility guidelines. Employed workers with annual family income below the self-sufficiency value for their appropriate family size are otherwise eligible for WIA intensive and/or training services. Self-sufficiency income levels are provided to One-Stop staff with updates provided, as needed. The current self-sufficiency policy is included as Appendix B.

- the area’s definition of hard-to-serve populations with additional barriers to employment.

There are no hard to serve population additional barriers defined, at this time.

- A description of how the local board will coordinate workforce investment activities carried out in the local area with state and regional rapid response activities;

Designated One-Stop staff is included on the local rapid response team when deployed in response to an employer closure of substantial layoff. The State Rapid Response Coordinator for the Hampton Roads Region is housed at the Thomas Nelson Community College (TNCC) and serves as the facilitator of rapid response activities in the region, and coordinates with One-Stop staff to be part of that team, accordingly. In addition, designated One-Stop staff serve on the standing SEVA Rapid Response Forecasting Team which meets periodically and focuses on layoff aversion issues and the strategic planning for rapid response activities. Opportunity Inc. coordinates with the State Rapid Response Coordinator plan and implements events within the region in order to better inform local businesses of the services available through the Virginia Workforce Network.

When appropriate and necessary, Opportunity Inc. has coordinated the establishment of on-site transition centers for companies of significant size. These centers have been supported and staffed by WIA staff and partner agencies such as the VEC and community colleges.

- A description of services available to businesses, including small employers, self-employed individuals and other entrepreneurs;

The Hampton Roads Workforce Development Board strongly believes in a system that addresses the needs of the business community for trained and qualified workers and guarantees that the region’s workers have training and education to be competitive for quality jobs. The specific roles of Opportunity Inc and partner organizations are listed below:

**Opportunity Inc. Staff** – provides business services as articulated in the section titled “A description of services available to businesses…”

**Hampton Roads Workforce Development Board (Business Services Committee)** – Provides employer insight to and Board oversight for Opportunity Inc. Business Services.

**Virginia Employment Commission** – Provides Labor Market Information and other services as outlined in http://www.vec.virginia.gov/employers/incentives. Provides policy input through membership on the HRWDB.

**Department of Aging and Rehabilitative Services** – Assists employers in complying with accessibility requirements, accessing financial incentives and other services outlined at: http://www.vdrs.org/bsoverview.htm

**Virginia Community College System Workforce Services** – Provides training services and cross referrals to the WIB. Provides policy input through membership on the HRWDB.

**Virginia Community College System Rapid Response Services** - http://vwn.vccs.edu/employers/rapid-
Virginia Economic Development Partnership – Coordinates the relocation of new businesses and state incentives throughout Virginia.
Hampton Roads Economic Development Alliance – Coordinates the relocation of new businesses and state incentives throughout Hampton Roads. Provides policy input through membership on the HRWDB.
Local Economic Development Departments – Facilitates corporate relocation and expansion. Refers clients to the WIB. Provides policy input through membership on the HRWDB.
Chambers of Commerce – Provides policy input through membership on the HRWDB.
Small Business Development Center – Provides SBA funded programming to small businesses and start-ups.
Virginia Values Veterans Program – Provides guidance for businesses interested in hiring veterans.

- A description and assessment of the type and availability of youth activities in the local area, including:
  - the local area’s strategy for ensuring the availability of comprehensive services for all youth;

Thirteen comprehensive youth services programs for WIA eligible in and out of school youth will be provided by 10 contractors. Contractors include Norfolk State University, Virginia Beach City Public Schools, The Urban League of Hampton Roads, The Pruden Center for Industry and Technology, Southampton County Public Schools, Paul D. Camp Community College, The Old Dominion University Research Foundation, The Building and Trades Academy, Tidewater Community College, and Norfolk Public Schools.

Services are available to youth from every LWIA 16 jurisdiction under these programs.

  - how the area will identify and select successful providers of youth activities and ensure delivery of the ten youth program elements required under WIA;

Each contracted year round youth program provider will be responsible for making available nine of the ten elements required under WIA. Follow-up program services will be administered by a WIB staff member for exited youth from each of the year round in and out of school youth programs.

  - strategies to ensure that all eligible WIA youth receive work readiness and life skills activities during their enrollment in the WIA youth program;

Through coordination and collaboration with youth program contractors and local youth service agencies such as Junior Achievement of Greater Hampton Roads, youth will be provided with work readiness and life skills activities during their enrollment. Sample activities will include career success skills, financial literacy, business entrepreneurship, team work and community volunteering, career exploration fieldtrips and internships, citizenship training, tutoring and mentoring.

  - strategies to identify, recruit and retain out-of-school youth, and efforts to ensure the required percent of WIA youth funds are expended on this population;

Opportunity Inc. will contract with five out of school youth programs operated by Norfolk State University, Tidewater Community College, The Building and Trades Academy, Norfolk Public Schools.
and Paul D. Camp Community College. 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 needed funding is expended.

o definition of youth in need of additional assistance and policy regarding serving youth who do not meet income eligibility guidelines;

Youth are eligible to participate in WIA Youth Services if they are: (1) between ages 14 and 21, inclusive; (2) of low-income; and (3) meet one or more of the following criteria:

<table>
<thead>
<tr>
<th>Deficient in basic skill</th>
<th>Section eight housing recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>School dropout</td>
<td>Has a physical or learning disability</td>
</tr>
<tr>
<td>Homeless, or a runaway</td>
<td>Has no paid work experience</td>
</tr>
<tr>
<td>Foster child</td>
<td>Living in a single parent home</td>
</tr>
<tr>
<td>Pregnant or a parenting</td>
<td>Has a 504 Plan or Individualized Education Plan (IEP)</td>
</tr>
<tr>
<td>An ex-offender</td>
<td></td>
</tr>
<tr>
<td>Member of a family receiving public assistance</td>
<td>Is Behind One (1) or More Grade Levels</td>
</tr>
<tr>
<td>Public housing resident</td>
<td></td>
</tr>
</tbody>
</table>

o 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 adult education programs, community colleges and other higher education institutions; and,

The Youth Council has several members from Job Corps, local offices on youth, additional youth serving agencies and higher education institutions. Further, several year-round youth programs are contracted with local post-secondary institutions such as Old Dominion University, Norfolk State University, Paul D. Camp Community College and Tidewater Community College. Adult education programs such as ABE and GED courses are provided at the local One-Stop facility and are available for applicable youth to participate.

o efforts taken to ensure compliance with applicable child labor and safety regulations.

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

- A description of professional staff development strategies to include:
  - process used to ensure that staff receive continuous training in workforce development practices;
  - methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIA services;
  - process to measure staff performance and delivery of high-quality customer service; and,
  - process to meet and maintain staff certification as required by Virginia Workforce Council Policy 10-01.

The Opportunity Inc. Personnel Policies and Procedures Manual provides for the reimbursement of costs
for employees who participate in additional education and training within the context of professional staff development. One-Stop System staff participate in training to enable them to take and pass the Virginia Workforce Development Professional Certification exam. Opportunity Inc. is working toward the goal of having at least 60% of all One-Stop staff earn and maintain this certification. The ongoing status of staff certifications is monitored on an ongoing basis by the One-Stop Director.

In addition, all staff are provided with other job specific training opportunities delivered by both Opportunity Inc staff as well as outside organizations, such as DARS, VCCS and DOL. All staff are given clear job responsibilities and related performance expectations. They receive periodic feedback on their performance and a formal annual performance evaluation. With regard to VWN data entry requirements, staff are provided with the VCCS requirements, applicable ongoing training and performance is overseen by applicable supervisory staff.

- 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 WIA funds, as determined by the chief elected official;

Opportunity Inc of Hampton Roads is a Virginia Local Government Authority created by the Chief Local Elected Officials to serve as the fiscal agent for the expenditure of WIA Funds and to serve as the leader for Workforce Development in South and West Hampton Roads.

  - the methods and strategies used to ensure timely expenditure of WIA funds;

Prior to the beginning of each program year, the HRWDB approves an overall budget based on the estimated new Title I Formula WIA funding levels provided by the State and estimated unspent prior year funds. The budget will also include any grant or other funding received by the Board. When the exact amount of new WIA funding levels are known and actual prior year unspent funds are determined, the budget is increased or decreased to the total amount available. The expenditure levels in these budgets are meant to expend 100% of funds within the authorized time period for each funding level or grant. The majority of Youth funds are expended through youth program operators that responded to RFPs and were issued contracts upon approval by the HRWDB. The majority of Adult and Dislocated Worker funds are expended through ITAs.

Annual goals for the number of adult, dislocated worker and youth participants are based on funding amounts available and are closely monitored throughout the program year. Funds will be transferred between the adult and dislocated worker funding streams as necessary and approved in order to serve as many participants as possible.

The HRWDB and its Committees review monthly or quarterly reports that demonstrate progress through the year in expending funds within the budget amounts and the progress in meeting goals set for providing services to participants. Revisions to the budget or goals are made as necessary based on these reviews. Appendix D shows the current approved Program Year 2012 budget for the HRWDB.

  - the competitive process to be used to award the grants and contracts in the local area for activities carried out under WIA; and,

Procurement policies of the HRWDB mirror the Virginia Public Procurement Act, with the exception that any procurement of goods, non-professional services and professional services greater than $30,000 requires competition. In some instances, specific Federal or State grant language may allow for greater
flexibility regarding procurement. In instances where competition is required and where the procurement of activities under WIA Title I are expected to cost more than $30,000, the procurement is usually conducted by issuing a written Request for Proposal (RFP) in accordance with the Procurement Act. The Board also solicits and maintains an ITA training provider list in accordance with the Workforce Investment Act. The Workforce Development Board and its Committees review and select training services as necessary.

- **the strategy used by the LWIB to leverage WIA funds with other Federal, State, local and philanthropic resources.**

The HRWDB enters into MOUs with State and Local organizations as partners in order to leverage resources to provide quality Workforce Development services to Hampton Roads residents, primarily through its One-Stop System. In most cases, these organizations locate their own paid Staff in one of the One-Stop facilities in an effort to provide seamless service. The MOUs spell out all resources and the relative value of these resources that these organizations are providing, such as paying for space occupied and a prorated share of common space in the facility.

The HRWDB also applies for new Grant opportunities solicited by the Federal or State Government when the purpose of the grant is appropriate for Workforce Development in Hampton Roads. Current existing grants are an H1B Health Care Training Program, an Entrepreneurship Training and Rapid Response funding targeted to recently exited Military.

The Board also established a charitable corporation to receive contributions from individuals, corporations and foundations to augment services already provided.

Finally, the One-Stop System leverages WIA training funds by considering other Federal Grants available to clients, such as Pell Grants.

**Attachments**

1. Current CLEO Consortium Agreement;
2. Current CLEO-LWIB Agreement;
3. Current WIB organizational chart (identify board oversight and program administration);
4. Each memorandum of understanding between the local board and each of the one-stop partners concerning the operation of the one-stop delivery system in the local area (4a.-4n.);
5. Eligible Training Provider Policy (including process to evaluate and re-certify providers);
6. Individual Training Account Policy;
7. On-the-Job Training Policy;
8. Customized Training Policy;
9. Priority of Service Policy;
   a) Adult POS
   b) Veteran POS
10. Policy regarding serving youth who do not meet income eligibility guidelines;
11. Monitoring
   a) Policy
   b) Tool
   c) Schedule;
12. Conflict of Interest Policy (including Nepotism);
13. Equal Opportunity (EO) Policy - must include:
   o name and contact information for the EO Officer;
- EO liaisons for each Virginia Workforce Center in the area, if different from the EO Officer;
- description of efforts to ensure recruitment and hiring of staff will be done in a manner as to reflect the available workforce in the local and regional areas without regard to race, color, religion, gender, national origin, age, disability status, political affiliation, and, for beneficiaries of WIA Title I services, citizenship or participation in a WIA Title I-funded program or activity; and,
- process used to monitor and review the area’s equal opportunity performance.

14. Grievance Policy (related to participants, employees, vendors)

**Appendices**

A. VA Workforce Network Branding  
B. Self-Sufficiency Policy  
C1. Full LMI Report  
C2. Most Openings  
C3. Fastest Growing  
C4. Hot Jobs  
C5. Health Care Jobs Report  
C6. LMI Charts  
D. PY 2012 Budget