



## **BOARD OF DIRECTORS RESOURCE HANDBOOK**

Serving the Communities of Chesapeake, Franklin, Gloucester, Hampton, Isle of Wight, James City County, Newport News, Norfolk, Poquoson, Portsmouth, Southampton, Suffolk, Virginia Beach, Williamsburg, and York.

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*A Message from the Board Chair*

Dear Board Member:

Welcome to the Board of Directors of the Hampton Roads Workforce Council. I want to thank you for agreeing to serve as a member. Your appointment to this Board reflects your involvement and leadership in the community you represent, and we look forward to your participation. As a member of this Board, you have a unique opportunity to positively affect the quality of life throughout the Hampton Roads Region.

To assist you, staff has prepared the **Board of Directors of the Hampton Roads Workforce Council Resource Handbook**, which is designed to help you become familiar with the Board's organizational structure, the collective responsibilities of the Board, and your individual responsibilities as a Board member. I hope that this Resource Handbook will provide you with a basic understanding of our Board, and you will receive additional training through meetings with the Board Chair and Board staff. I know you may have many questions concerning your responsibilities, and I encourage you to ask questions at any time.

As a Board member your attendance and participation at meetings are critical for our success. The meetings are highly productive and provide each member the opportunity for input and participation. We also have a few committees (Executive Committee, Business and Workforce Services Committee, Youth Services Committee and Finance and Strategy Committee), and you are invited to join one.

I want to personally thank you for sharing your expertise and knowledge with our Board so that together we may provide the Hampton Roads Region with a skilled and productive workforce. I know your time is valuable, so your commitment means that much more.

The other Board members, staff, and I look forward to working with you.

Sincerely,



John Olson, Ed.D., Chair  
Board of Directors of the  
Hampton Roads Workforce Council



# BOARD OF DIRECTORS

## The Broad View

# Hampton Roads Workforce Council

## WHO WE ARE:

The Board of Directors of the Hampton Roads Workforce Council 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 fourteen Local Workforce Development Boards.

Members of the Board of Directors are appointed by the Chief Local Elected Officials of their respective city and county in accordance with criteria established by the Governor. The Board of Director's 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 Board is established in Federal and State legislation that provides funding to support the operation of the workforce development system. The Board of Director'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.

As one of fourteen Local Workforce Development Boards the HRWC's service delivery area includes the cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg and Counties of Gloucester, Isle of Wight, James City, Southampton and York, or what has been officially designated by the state as Local Workforce Development Area (LWDA) XIV.

## 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 System, Virginia Career Works – Hampton Roads Region’s Comprehensive and Affiliate Centers, also known national as American Job 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;
- 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 Virginia Career Works – Hampton Roads Region’s Comprehensive and Affiliate 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 promote cooperation and coordination among public organizations, education agencies, and private businesses; and
- 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.

**STAFF:**

Staff support for the Board of Directors is provided by the Hampton Roads Workforce Council. As a regional workforce intermediary, the Board’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.

# Hampton Roads Workforce Council Strategic Direction

**Mission Statement:** The Workforce Council facilitates regional and workforce development services to generate meaningful employment and economic growth in Hampton Roads.

**Vision Statement:** The Hampton Roads region is the national model for thriving and diverse communities of skilled workers growing local businesses and the economy.

**Core Values:** The Hampton Roads Workforce Board of Directors promotes a coordinated workforce development system consistent with the needs of business and industry that assures the success of Hampton Road's workforce by incorporating the following core values:

- Locally Designed, Market Based
- Comprehensive
- Collaborative
- Quality Conscious
- Customer Focused
- Accountable
- Standard of Living/Quality of Life

## **Local Strategic Direction and Goals:**

**Goal 1:** Lead stakeholders in the creation and implementation of a common regional workforce development strategy that has tangible employment and economic growth results.

**Goal 2:** 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 3:** Deliver effective workforce development services through funded programs with excellence and ensure alignment with the common regional workforce development strategy.

**Goal 4:** Ensure strong organizational health including a high performing staff and robust funding.

# Levels of Responsibility

## Mayors and Chairs of Hampton Roads

The elected officials of the ten cities and five counties responsible for the oversight of the Board of Directors. The localities include the cities of Chesapeake, Franklin, Hampton, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Virginia Beach and Williamsburg and Counties of Gloucester, Isle of Wight, James City, Southampton and York.

*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 Council System.

*This is the Policy and Governance Level.*

## Officers and Executive Committee

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

*This is the Direction Level.*

## Committees and Ad Hoc Task Forces

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

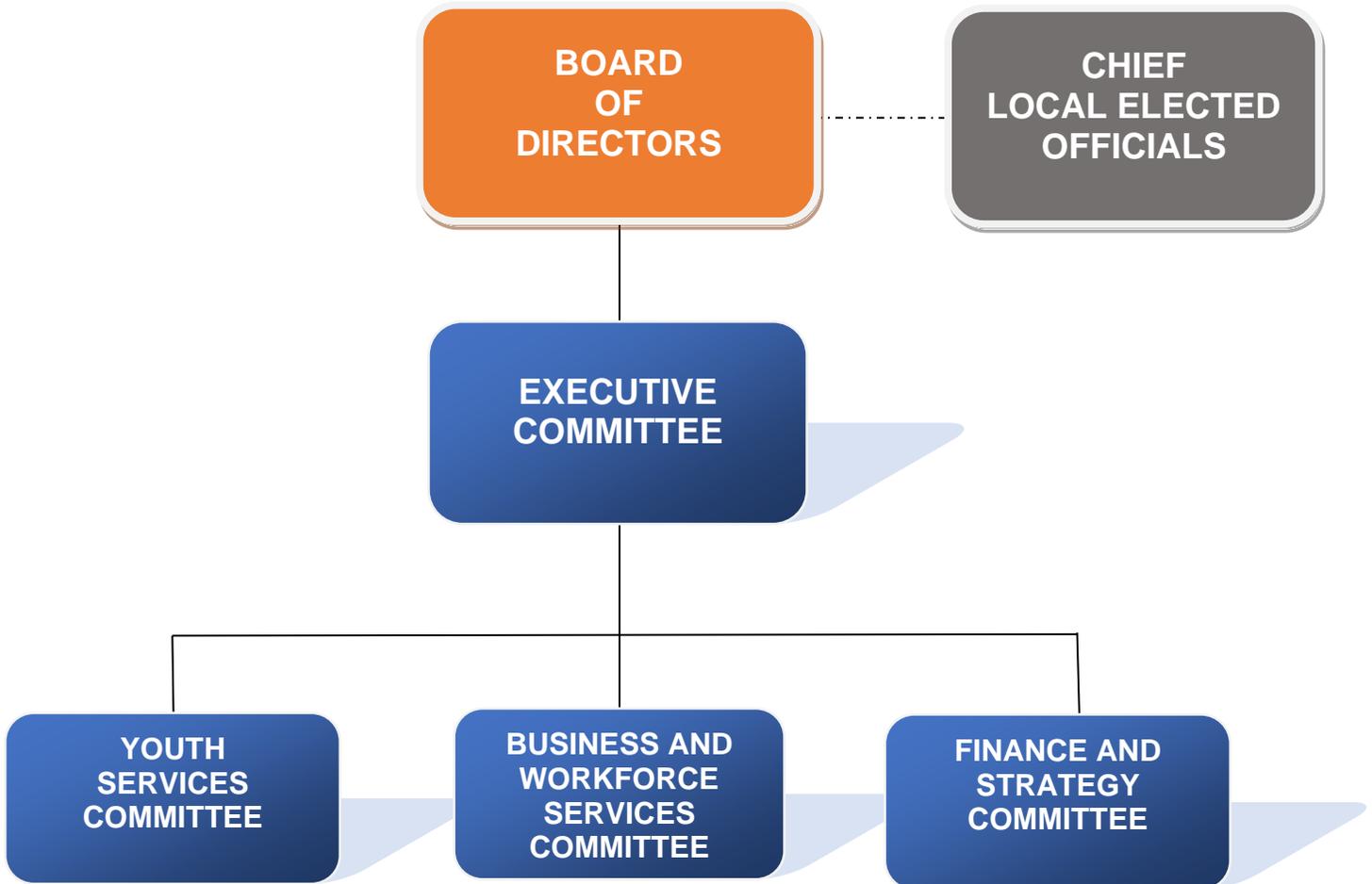
*This is the Planning and Action Level.*

## Staff

The President and Chief Executive Officer for the Board of Directors. This individual is responsible for the day-to-day management and support of the Board of Directors, the general support and coordination of the Workforce System across the region, and for employing and managing the staff.

*This is the Management and Operational Level.*

# Board Organizational Structure



## Major Functions and Activities of the Board

The Board of Directors of the Hampton Roads Workforce Council is composed of members representing the Hampton Roads Region's ten cities and five 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 how our workforce development board can govern and oversee a comprehensive workforce development system for our region through these three levels. 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 establishes a clear definition of what constitutes its particular areas of concern.
  - The Board cannot make these decisions alone. Elected officials, business and community leaders, and managers of existing programs may all have their own ideas and input.
  - The Board identifies gaps between the present and future workforce needs and evaluates the capacity of local programs and service providers to handle those 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. It 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 the local Virginia Career Works – Hampton Roads Region's One-Stop Centers and authorizes their operation through a formal certification process. The Board also sets mandatory minimum levels of services to be provided by all its program operators.

- The Board creates system wide policies on the use of training vouchers – Individual Training Accounts (ITAs), including which customers are eligible to receive training, which agencies/training institutions are certified as eligible to redeem vouchers, and what percentage of the cost of services can be covered. This allows customers to choose needed services through vouchers or other means.
- 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 ensures 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 the Virginia Career Works – Hampton Roads Region’s One-Stop Center and for service providers.
- The Board identifies and submits to training agencies the skill standards and “foundation skills” that are required by local employers.
- The Board sets policies on the gathering and use of customer satisfaction data from employers and job seekers that used at the Virginia Career Works – Hampton Roads Region One-Stop 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” performance.

### **4. The Board of Directors has a role in external relations, public relations, and marketing 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 Elected Officials 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 conducts active public relations campaigns – making speeches, holding meetings/forums in the community, preparing media advertising, regularly updating the Board’s website, and other activities.

- The Board develops relationships with other business organizations, 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 Board of Directors is composed of a maximum of fifty-four (54) members appointed by the Chief Local Elected Officials and certified by the Governor:

## VOTING MEMBERS

- Business Representatives who are business owners, chief executive officers or chief operating officers, with at least one representative from each of the fifteen (15) localities that comprise the region and are representative of the region's demographics and its diversity of businesses and industries (51%).
- Labor Representatives (2)
- Community-Based Organization Representatives (1)
- Virginia Employment Commission Representative (1)
- Regional Adult Education Representative (1)
- School Division Career and Technical Education Representative (1)
- Community College Representative (1)
- Regional or Local Economic Development Entity (1)
- Department for Aging and Rehabilitative Services Representative (1)

## NONVOTING MEMBERS

Non-voting members may be appointed by the Board, granted the right to debate, but excluded from the right to vote and make motions on the floor.

## 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:

- 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 (often required by funders).
- Board members are responsible for making sure the organization is well managed. They must make sure that the staff is ably led and have what they need to do the job, and are supported, held accountable and evaluated on a regular basis.
- 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.
- Board members are responsible for communicating and promoting the organization's missions and goals to their communities.

**Specific Responsibilities:** The responsibilities of a HRWC Member are very similar to a member of any other 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 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 family sustaining wages with appropriate fringe benefits?
- 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 and credentialed 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 of Directors 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, not advisory body. It has authority regarding the use of millions of dollars in annual funding (current year). The Board can use its authority to significantly influence or leverage other public funds in support of workforce development activities. As the implementation of the Workforce Innovation and Opportunity Act evolves, the power and the scope of this influencing authority will grow.

### **Expectations of Board Members:**

- Board members are expected to be an active participant in the Board's proceedings and attend a minimum of 50% of the Board meetings.
- Board members are expected to either be a member of one of the Board's standing committees or participate in an Ad Hoc Taskforce or other workgroup that the Board may form. Consistent with their charge, committees meet on a scheduled basis to review staff reports and other information and prepare recommendations for Board review and approval.
- Board members are expected to participate in an open, honest, respectful, and non self-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 Board Chair

## Responsibilities of the Board Chair

### 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 HRWC 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 Board of Directors

The following committees have been established to carry out the work of the Board:

- **Executive Committee**
- **Business and Workforce Services Committee**
- **Youth Services Committee**
- **Finance and Strategy Committee**

**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 designated WIOA grant recipient, the President and CEO of the Hampton Roads, Virginia Peninsula and Greater Williamsburg Chambers of Commerce, and up to four (4) other 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. At least 51% of the members of the Executive Committee shall be composed of private sector representatives.

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.

**Business and Workforce Services Committee:** The Business and Workforce Services Committee focuses on the supply and demand side of workforce development. It identifies the needs of Job Seekers and works with partner organizations in developing Memoranda of Understanding to assure coordination and non-duplication of services among workforce development programs and activities in the Hampton Roads region. The Committee actively participates in convening workforce development system stakeholders, brokering relationships, and leveraging support for workforce activities. The Committee serves as the catalyst for engaging other Board Committees and members, in order to address the brokering of new stakeholder or customer relationships and resource leveraging that may be needed to support the continuous improvement of the System. 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 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.

The Committee also 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 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.

All Board members are encouraged to serve on the Business and Workforce Services Committee, if desired, or attend Committee meetings.

**Youth Services Committee:** 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.

**Finance and Strategy Committee:** The Finance and Strategy Committee is charged with budget oversight and development, audit functions, and personnel administration as it relates to the strategic mission, vision, and goals of the Board. 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.

## Responsibilities of Committees and Ad Hoc Taskforces

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 Executive Committee and make recommendations to the Executive Committee or full Board for 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 approved by the Executive Committee.
8. All Committee reports should have a brief Executive Summary of its contents and clear recommendations for Executive Committee or full Board action.
9. Committee minutes are kept as part of the official records of the Board.
10. The Chair may establish and appoint persons to Ad-Hoc Committees for special purposes. Ad-Hoc Committees shall be composed of persons who represent the views and interests of the various workforce development stakeholders and who are known to be qualified to perform their duties. The Chair may establish and appoint persons to Ad-Hoc Committees for specific assignments. Ad-Hoc Committees shall have a definite time and duration.
11. Boards must be exceedingly careful not to do Committee work as a full Board.

# Responsibilities of Committee Chair

## 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 HRWC committees.

## 4. Other

- Attend and participate in Executive Committee meetings.
- Share ideas, thoughts, concerns with other committees.
- Have joint meetings with other committees of the Board (as needed).

# Overview of the Hampton Roads Workforce Council

## Who We Are

The Hampton Roads Workforce Council'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 the Hampton Roads Workforce Council 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 and Opportunity Act Implementing the workforce development system

## Responsibilities of President and CEO

1. Manage the "Big Picture" of the HRWC, including its many relationships with other agencies and persons, on a day-to-day basis
2. Support and facilitate the work of the Board 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 HRWC within the confines of its mission.
5. Seek frequent counsel from the Board Chair.
6. Be "Chief of Staff" for the HRWC. (As such, hire, manage and fire staff.)
7. Present to the HRWC an annual budget for their modification and approval to work within during the year.
8. Be responsible for providing the HRWC with necessary fiscal information in order for them to provide financial oversight
9. Present regular reports to the HRWC on the work of the contractors/service providers.
10. Train staff and assist in the training of Board members.
11. Engage the HRWC 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.
- The support 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 the workforce development 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 that may not be anticipated by the Board.
- In a culturally diverse organization, staff can be the bridge between cultures.
- Objectively react to board volunteer's 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 and confidentiality.

Source: Human Resources Management Published by the Institute for Conservation Leadership

## Tips for New Workforce Board Members

For a new workforce 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 VEC website ([www.vec.virginia.gov](http://www.vec.virginia.gov)).

**2. Meet the customers:** Any quality organization will be responsive to its customers' needs. The Board of Directors' primary customers are job seekers, employers, and the general public. Board of Directors' 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 and 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 Virginia Career Works – Hampton Center 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 of Directors 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 HRWC 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 career 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

# The Details

## Workforce Innovation and Opportunity Act

## Overview of the Workforce Innovation and Opportunity Act (WIOA)

The Workforce Investment Act (WIA) of 1998 was superseded by the Workforce Innovation and Opportunity Act (WIOA) of 2014. WIOA is a federal program designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

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.

Title I of the WIOA authorizes services for youth, adults, and dislocated workers. Eligible In-School Youth must be 14 to 21 years of age, while eligible Out-of-School Youth must be between 16 and 24 years of age. In-School programs provide students with academic and vocational career exploration 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. The program emphasizes services for out-of-school youth.

Eligible adults must be age 18 or older, low income, and in need of training services to obtain or retain employment leading to economic self-sufficiency. While eligible dislocated Workers are usually individuals who have been terminated from their last employment because of closures or reductions in force and are unlikely to return to their previous industry or occupation, displaced homemakers and self-employed individuals may also qualify for workforce development services.

Adult and Dislocated Worker services are provided through locally based American Job Centers (AJC). Virginia designed a system, known as the Virginia Career Works, to incorporate local, state and federal workforce development initiatives into a singular access point. Virginia Career Works – Hampton Roads Region carry out this state direction on a local level. While WIOA requires AJCs to provide specific services, local areas may design programs and provide services that reflect the unique needs of their area. AJC Staff have a variety of strategies that can be employed to provide the appropriate services required to meet the needs of their customers:

- Basic Career Services is generally self-directed by the job seeker, (e.g., access to informational workshops, registration into the Virginia Workforce Connection, use of Career Resource Center materials, referrals to supportive services or partner agencies).
- Individualized Career Services is available for eligible participants needing additional employment assistance.
- Training Services are available to eligible individuals who have met the requirements for enrollment establishing that they barriers that have prevented them from being able to obtain or keep employment. Through WIOA funding is available to provide Individual Training Accounts (ITAs) to defray the cost of training consistent with the individual's choice of selected training programs.

## **Administration of WIOA**

The Governor of Virginia established the Virginia Board of Workforce Development, consisting primarily of representatives from businesses, labor organizations, educational institutions, and community organizations. The Virginia Workforce Council assists the Governor in designing a statewide plan and establishing appropriate program policy.

The 14 Local Workforce Development 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 (CLEO) of each LWDA appoints a Local Workforce Development Board (LWDB) with a local membership similar to the Virginia Workforce Board. The LWDB 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:

### ***Adults and Dislocated Workers***

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

### ***Youth***

- Basic skills assessment;
- Resources and guidance help to attain educational goals;
- Leadership development opportunities; and,
- 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 and customized training opportunities; and,
- Assistance for laid-off workers.

### ***Community***

- Access to local area job market information;
- Improved workforce quality;
- Services designed for local area needs; and,
- Reduced need for welfare and other public assistance.

# Key Facts about the Workforce Innovation and Opportunity Act (WIOA)

The Workforce Innovation and Opportunity Act provides the framework for a national workforce development and employment system designed to meet the needs of businesses, job seekers, and individuals seeking to advance their careers.

## Highlight of WIOA Reforms

**Requires States to Strategically Align Workforce Development Programs:** WIOA ensures that employment and training services provided by the core programs are coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs.

- Every state will develop and submit a four-year strategy - in the form of a single unified strategic plan for core programs - for preparing an educated and skilled workforce and meeting the workforce needs of employers.
- States can include other key partners in their plans such as Temporary Assistance for Needy Families (TANF) and Perkins career and technical education programs.

**Promotes Accountability and Transparency:** WIOA ensures that Federal investments in employment and training programs are evidence-based and data-driven, and accountable to participants and tax-payers.

- Core programs are required to report on common performance indicators that provide key employment information, such as how many workers entered and retained employment, their median wages, whether they attained a credentials, and their measurable skill gains.
- Core programs must measure the effectiveness of services to employers for the first time.
- DOL and DoED, with input from stakeholders, will establish a common performance accountability system for the core programs.
- Negotiated levels of performance for the common indicators will be adjusted based on a statistical model that takes into account economic conditions and participant characteristics.
- Performance reports for states, local areas, and eligible training providers will be publicly available.
- Programs will be evaluated by independent third parties at least every four years.

**Fosters Regional Collaboration:** WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers.

- States will identify regions within their state.
- Local areas in regions will have coordinated planning and service delivery strategies.

***Improves the American Job Center (AJC) System:*** WIOA increases the quality and accessibility of services that job seekers and employers receive at their local AJCs.

- States will establish criteria to certify AJCs at least every three years to ensure continuous improvement, access to services (including virtual access), and integrated service delivery for job seekers and employers.
- Key partners and services will be available at AJCs through the co-location of the Wagner-Peyser Employment Service and the addition of the TANF program as a mandatory partner.
- The workforce system will have a common identifier so workers that need employment or training services and employers that need qualified workers can easily find their local AJC.
- The Secretary of Labor, with input from a new advisory council, other Federal agencies, and states will develop and implement plans to improve the national workforce and labor market information system and help job seekers make informed career choices.
- States and local areas are encouraged to improve customer service and program management by integrating intake, case management, and reporting systems.
- AJC partner programs will dedicate funding for infrastructure and other shared costs.

***Improves Services to Employers and Promotes Work-Based Training:*** WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven, matching employers with skilled individuals.

- State and local boards will promote the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry.
- State and local boards are responsible for activities to meet the workforce needs of local and regional employers.
- Local areas can use funds for demonstrated effective strategies that meet employers' workforce needs, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Employers are incentivized to meet their workforce needs and offer opportunities for workers to learn with increased reimbursement rates for on-the-job and customized training.

***Provides Access to High Quality training:*** WIOA helps job seekers acquire industry-recognized credentials for in-demand jobs.

- Training that leads to industry recognized post-secondary credentials is emphasized.
- States and local areas will use career pathways to provide education and employment and training assistance to accelerate job seekers' educational and career advancement.
- Local areas have additional procurement vehicles for training to increase customer choice and quality, including individual training accounts, pay for performance contracts, and direct contracts with higher education.

***Enhances Workforce Services for the Unemployed and Other Job Seekers:*** WIOA ensures that unemployed and other job seekers have access to high-quality workforce services.

- WIOA service categories of core and intensive services are collapsed into "career services" and there is no required sequence of services, enabling job seekers to access training immediately

- Local areas have flexibility to serve job seekers with greatest need by transferring up to 100 percent of funds between the Adult and Dislocated Worker programs.
- Job seekers who are basic skills deficient, in addition to those who are low-income individuals, have a priority for services from the Adult program.
- Unemployment insurance claimants can receive eligibility assessments and referrals to an array of training and education resources through the Wagner-Peyser Employment Service program.

***Improves Services to Individuals with Disabilities:*** WIOA increases individuals with disabilities' access to high quality workforce services and prepares them for competitive integrated employment.

- AJCs will provide physical and programmatic accessibility to employment and training services for individuals with disabilities.
- Youth with disabilities will receive extensive pre-employment transition services so they can successfully obtain competitive integrated employment.
- State vocational rehabilitation agencies will set aside at least 15 percent of their funding to provide transition services to youth with disabilities.
- A committee will advise the Secretary of Labor on strategies to increase competitive integrated employment for individuals with disabilities.
- VR state grant programs will engage employers to improve participant employment outcomes.

***Makes Key Investments in Serving Disconnected Youth and Other Vulnerable Populations:*** WIOA prepares vulnerable youth and other job seekers for successful employment through increasing the use of proven service models services.

- Local areas must increase the percentage of youth formula funds used to serve out-of-school youth to 75 percent from 30 percent under current law.
- Local areas must spend at least 20 percent of youth formula funds on work experience activities such as summer jobs, pre-apprenticeship, on-the-job training, and internships so that youth are prepared for employment.
- YouthBuild participants can get training in growing fields in addition to construction, expanding career opportunities for these youth.
- Key programs serving Native Americans and Migrant and Seasonal Farmworkers remain AJC partners, ensuring that these program participants can access receive employment and training services from AJCs.

***Enhances the Job Corps Program:*** WIOA increases the performance outcomes and quality of Job Corps.

- Job Corps will report on the Youth program's common performance measures to increase alignment between the programs.
- Job Corps will establish community networks with employers, labor organizations, and State and local boards to improve services to and outcomes for participants.
- DOL will use competition to increase performance and quality so Job Corps is serving students well.

***Streamlines and Strengthens the Strategic Roles of Workforce Development Boards:***

WIOA makes state and local boards more agile and well-positioned to meet local and regional employers' workforce needs.

- State and local boards must coordinate and align workforce programs to provide coordinated, complementary, and consistent services to job seekers and employers.
- Business continues to contribute to strategic development and other activities by maintaining a leadership role on the boards and forming the majority of workforce board members.
- State and local boards are more strategic and flexible as board membership is streamlined.

# Acronyms and Definitions

<b>Acronym</b>	<b>Definition</b>
ACAP	Army Career and Alumni Program
ADA	Americans with Disabilities Act
AJB	America's Job Bank
ALX	America's Learning Exchange
ATB	America's Talent Bank
Carl Perkins	Carl D. Perkins Vocational and Applied Technology Education Act of 1990
CBO	Community-Based Organization
CCC	Camp Community College (Paul D. Camp)
CLEO	Chief Local Elected Officials
DARS	VA Department of Rehabilitative Services
DBA	Virginia Department of Business Assistance
DOE	Department of Education
DRS	Virginia Department of Rehabilitative Services
DSS	Department of Social Services
DVA	U.S. Dept. of Veteran's Affairs
DW	Dislocated Workers
EEO	Equal Employment Opportunity
ES	Employment Services
ESL	English as a Second Language
ETA	Employment and Training Administration, USDOL
FY	Fiscal Year
GED	General Education Development
HRWC	Hampton Roads Workforce Council
HHS	U.S. Dept. of Health and Human Services
HRCC	Hampton Roads Chamber of Commerce
HRP	Hampton Roads Partnership
HUD	Housing and Urban Development
ISP	Individual Service Plan
IT	Information Technology
ITA	Individual Training Account
IWT	Incumbent Worker Training
JPR	Job Placement Rate
JTPA	Job Training Partnership Act – Rescinded 6/99
LEA	Local Education Agency

<b>Acronym</b>	<b>Definition</b>
LEO	Local Elected Official
LMI	Labor Market Information
LMS	Labor Market Statistics
LWDA	Local Workforce Investment Area
LWIB	Local Workforce Investment Board
MIS	Management Information System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAFTA	North American Free Trade Agreement
O*Net	Occupational Information System
OJT	On-the-Job Training
OSHA	Occupational Safety and Health Administration
PY	Program Year
RFP	Request for Proposal
SBA	Small Business Administration
SDA	Service Delivery Area
SIC	Standard Industrial Classification code
SSDI	Social Security Disability Insurance
SSI	Social Security Insurance
SYP	Summer Youth Program
TAA	Trade Adjustment Assistance
TABE	Test of Adult Education
TANF	Temporary Assistance to Needy Families
TCC	Tidewater Community College
TNCC	Thomas Nelson Community College
UI	Unemployment Insurance
USDOL	U.S. Department of Labor
VAWC	Virginia Workforce Connection
VCW	Virginia Career Works
VEC	Virginia Employment Commission
VWC	Virginia Workforce Council
VOS	Virtual One-Stop
WARN	Worker's Advance Relocation Notice
WC	Worker's Compensation
WDB	Workforce Development Board
WIA	Workforce Investment Act (former federal legislation)
WIOA	Workforce Innovation and Opportunity Act

## Fiscal Overview of Workforce Innovation and Opportunity Act (WIOA) Formula Funded Programs

On an annual basis Congress appropriates funds within the Department of Labor's (DOL) Budget to support WIOA Youth, Adult, and Dislocated Worker Programs. DOL allocates these funds, by formula, among the states to support the various training activities authorized under the respective funding streams on a two-year program cycle. Program years begin in July of each year and end the following June. Allocations for the three funding streams are received at different times during the funding year as depicted on the chart on the following page.

The Youth and Adult Formula takes into account the relative number of unemployed individuals in areas of substantial unemployment (a contiguous area with a current population of at least 10,000 and an average unemployment rate of at least 6.5 percent for the 12-month reference period), the relative number of excess unemployed individuals (the number of unemployed individuals in excess of 4.5% in the civilian labor force), and the number of disadvantaged youth or adults as appropriate. The Dislocated Worker Formula takes into account the same first two factors but includes a different third factor which accounts for the relative number of individuals that have been unemployed for 15 or more weeks. All formula factors are assigned an equal 1/3 weight.

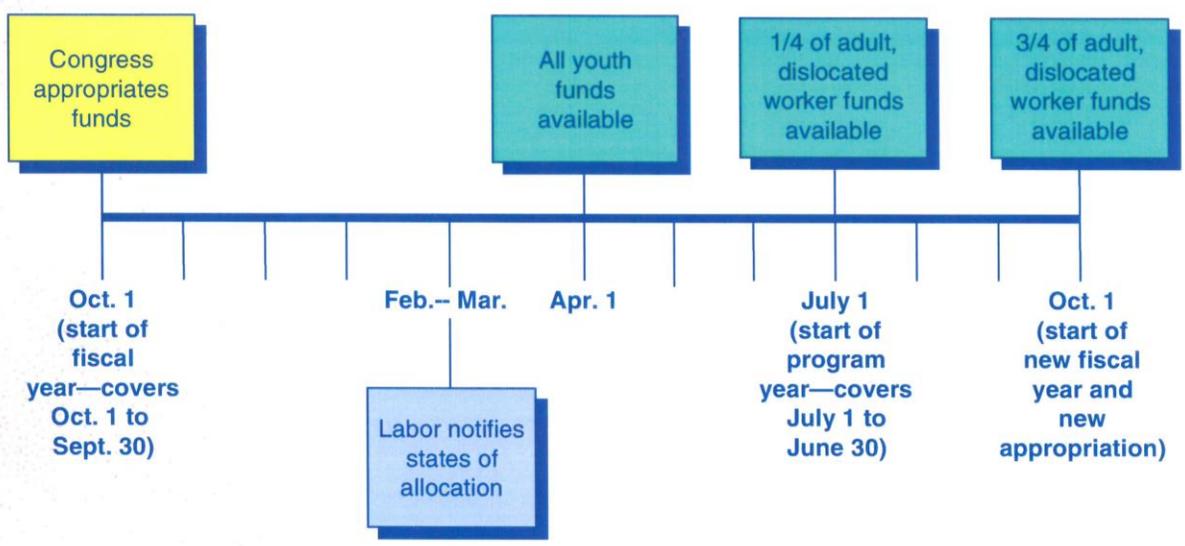
Of the funds received from DOL, states are allowed to retain 15% from each of the three funding streams to support statewide workforce investment activities, along with an additional 25% from the Dislocated Worker Stream to support statewide Rapid Response Activities. The balance of the funds must be allocated among the state's local workforce investment areas by the same formula used by DOL to distribute funds among the states.

The WIOA Youth Program provides services to both in-school and out-of-school youth but places a priority on serving out-of-school youth by requiring that 75% of the available funds be spent on this population. The Act authorizes an extensive list of services and training activities that may be provided to eligible youth to include career services, academic, and occupational skills training. The intent is to put participating youth on career pathways that enable them to earn the skills and credentials needed to successfully compete for employment in in-demand occupations within growth industries.

The WIOA Adult and Dislocated Worker Programs, likewise, offer an extensive array of career services, training and supportive services that are designed to address the individual needs of each participant. While priority for service is given to low-income adults, public assistance recipients, and veterans, the Act does allow some flexibility in serving incumbent workers, particularly as part of a "lay off aversion" strategy. While the overall intent of both these programs is very similar to those of the Youth Program, their measures of success are focused on entry into unsubsidized employment, job retention, and increased earnings.

# Background -- Annual Funding Cycle

Funds are made available to states at 3 separate times during the year



# Virginia Career Works – Hampton Roads Region



Virginia Career Works is an important depository for vital career/human resources for the Hampton Roads Region residents and businesses alike.

Virginia Career Works – Hampton Roads Region’s mission is comprehensive in scope. It is to:

*Provide area residents and businesses with a "One-Stop" employment resource center that serves as a clearinghouse for job seekers and employers who agree to exchange information based on mutual immediate and long-term needs to provide and find dedicated human resources that create and sustain competitive advantage.*

The region’s tri-fold mission of career investigation, preparation and search is the hallmark of the "One-Stop" concept. The Virginia Career Works – Hampton Roads Region was established to serve the community as a primary career development and research resource. A customer may visit the center to find suitable employment in their existing career field, research a new career field, develop additional skills necessary to compete in any field or seek a position in their occupation of choice.

## COMPREHENSIVE CENTERS



HAMPTON ROADS REGION

Virginia Career Works – Norfolk  
861 Glenrock Road, Suite 100  
Norfolk, Virginia 23502  
757-461-7537

One-Stop Center Resource Room Hours:  
Monday thru Friday  
8:30 a.m. to 4:30 p.m.

Virginia Career Works – Hampton  
Peninsula Workforce Development Center  
600 Butler Farm Road, Room 1015  
Hampton, Virginia 23666

757-766-4900 Fax: 757-766-4929

One-Stop Center Resource Room Hours:  
Monday thru Friday 8:30 a.m. to 4:30 p.m.  
(except Wednesday)  
Wednesday 9:30 a.m. to 4:30 p.m.

## **AFFILIATE CENTERS**

Virginia Career Works – Franklin Center  
100 North College Drive,  
Franklin, VA 23851  
757-569-6070

Virginia Career Works – Portsmouth Center  
4824 George Washington Highway  
Portsmouth, VA 23702  
757-558-4455

Virginia Career Works – Suffolk Center  
157 North Main Street,  
Suffolk, VA 23434  
757-514-7737

Virginia Career Works – Williamsburg Center  
4601 Opportunity Way, Room 118  
Williamsburg, VA 23188  
757-920-5344

## 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 the Hampton Roads Workforce Council, 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. Partners include:

AARP Foundation Workforce Programs  
Job Corps Vocational Training Program  
Virginia Employment Commission  
Virginia Department for Aging and Rehabilitative Services  
Virginia Department for the Blind and Vision Impaired  
Camp Community College  
Tidewater Community College  
Department of Human Services  
Department of Rehabilitative Services  
Rappahannock Community College  
Thomas Nelson Community College  
Hampton Roads Alliance  
Hampton Roads Chamber of Commerce  
Franklin Southampton Chamber of Commerce  
Isle of Wight/Windsor/Smithfield Chamber of Commerce  
Virginia Peninsula Chamber of Commerce  
Greater Williamsburg Business Council  
York County Chamber of Commerce  
Gloucester Chamber of Commerce  
Economic Development Departments in Chesapeake, Franklin, Hampton, Gloucester, Isle of Wight, James City, Newport News, Norfolk, Poquoson, Portsmouth, Southampton, Suffolk, Virginia Beach, Williamsburg and York

Public Schools Divisions in Chesapeake, Franklin, Hampton, Gloucester, Isle of Wight, James City, Newport News, Norfolk, Poquoson, Portsmouth, Southampton, Suffolk, Virginia Beach, Williamsburg and York

Peninsula Regional Education Program

Middle Peninsula R.A.C.E.

Redevelopment and Housing Authorities in Chesapeake, Franklin, Hampton, Gloucester, James City, Newport News, Norfolk, Portsmouth, Suffolk, Virginia Beach, Williamsburg

Senior Services of Southeastern Virginia

Social Services Departments

The STOP Organization

Urban League of Hampton Roads

# APPENDICES

Membership Roster for Hampton Roads Workforce Board of Directors  
Executive Committee Membership List  
Meeting Calendar 2021-2022  
By Laws for Hampton Roads Workforce Board of Directors  
Conflict of Interest Statement