FINAL LOCAL PLAN

WORKFORCE INNOVATION AND OPPORTUNITY ACT

Hampton Roads & Greater Peninsula

July 2021

SUBMITTED BY

Hampton Roads Workforce Council

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How to use this Template

This template presents all the required topics for the local HRWC plan for 2020-2024. The template includes a guidance section and five sections that require completion. After reviewing the guidance section, address each of the elements included in the five sections. Each element includes a blank space labeled "click here to enter text." Please enter your responses to each element in these blank spaces. You do not need to submit your local HRWC strategic plan or action plan along with this template. Section 2 of the template requests information from the strategic plan. When fully completed, submit this Local Plan per the submission instructions in Appendix C.

Guidance – Policy Emphasis

The areas in this section are receiving statewide emphasis and must be addressed in local plans to meet the requirement of consistency with the Combined State Plan.

- Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery.
- Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia's economy and strengthen Virginia's regions.
- Develop a qualified and desirable workforce with the skills, competencies, and credentials that meet the current and anticipated business needs of Virginia.
- Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.
- Reduce workforce system barriers through collaborative integration and innovative solutions.

When creating and implementing this plan, the following regional partners must be included:

- Business representatives
- Labor organizations
- Registered apprenticeships
- Community-based organizations
- Youth representatives
- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development
- Employment services under Wagner-Peyser
- Vocational rehabilitation
- Social services

Other areas that must be addressed throughout the plan, when appropriate:

- Accessibility
- Use of technology
- Capacity building
- Continuous process improvement
- Streamlining service delivery
- Measuring performance
- Accountability
- Transparency
- Integrating resources

The local plan must ensure compliance with all Virginia Board of Workforce Development policies and Virginia Workforce Letter guidance documents. These documents can be found here: https://virginiacareerworks.com/practitioners-corner/

Section 0: Introduction

Since the advent of the Workforce Innovation and Opportunity Act (WIOA), the Hampton Roads Workforce Council (HRWC) has engaged with business and system partners to promote, design, and execute changes in the regional workforce development system. Over the last year, the Hampton Roads region and the Greater Peninsula Region have worked to merge the two regions into one region. In September 2020, the HRWC received approval from the Virginia Board for Workforce Development (VBWD) to merge the HRWC with the Greater Peninsula WDB. By July 2021, this merger will be complete. For this reason, Hampton Roads and Grater Peninsula are submitting one workforce development plan under the Hampton Roads name.

The new HRWC is responsible for developing workforce policy and administering workforce development initiatives in the region, which includes the following localities: Chesapeake, Franklin, Gloucester, Hampton, Isle of Wight, James City, Newport News, Norfolk, Poquoson, Portsmouth, Southampton, Suffolk, Virginia Beach, Williamsburg, and York. This plan will include information for both parts of this newly formed region.

Additionally, stakeholders from both regions participated in the creation of this plan. These stakeholders represented all the required WIOA partners and programs in the state's WIOA combined plan as well as business representatives and other key stakeholders in the region whose organizations, through their mission, connect to workforce development in some way. Stakeholders participated in four facilitated sessions to ensure a collaborative process resulting in dialogue that was forward-thinking in terms of what would improve, enhance, and promote a more customer centered system. Stakeholders developed strategies for the workforce development system in the region to which all the partners could agree.

Thus, the HRWC is proud to present a plan to the Title I Administrator that is aligned with the state's WIOA plan and is also a common roadmap to quality improvements that our partners are committed to making to the workforce system in the Hampton Roads region over the next four years.

The principles outlined below foster strategic alignment, improve service integration, and ensure that the workforce system is industry relevant.

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

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

- **Maintain a high-skill, high-wage focus.** Under this principle, the integrated local service delivery system supports Virginia employers in following a high-skill, high-wage competitive strategy in the global economy by providing a ready supply of well-trained, highly productive workers. It focuses on in-demand occupations with clearly identifiable labor shortages as well as on emerging occupations offering new employment opportunities. It invests heavily in

information and services that attract high-value-added jobs to the area. Equally important, it provides area residents access to the basic education and technical skills they need to be productively employed in the jobs it targets.

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

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

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

The system envisioned in this plan is being led by the HRWC. The HRWC is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of the Hampton Roads region.

The Local Area Plan serves to:

- Provide a strategic framework for system-wide workforce development
- Align with state vision and goals
- Outline regional and local workforce analyses and strategies
- Foster regional collaboration to meet the needs of the regional economies
- Define connections with workforce development partners
- Enhance access to high quality services
- Meet federal WIOA requirements
- Outline operational details of administering federal funds
- Provide a basis of accountability through monitoring and audit reviews

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

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

Members of the HRWC and its partners' staff believe in, and are passionate about the following shared principles, beliefs, and priorities:

- ***ACT as LEADERS.*** We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the customers we serve.

- ***ACT with INTEGRITY.*** We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments and admitting our mistakes.

- ***RESULTS through COLLABORATION***. We believe in finding solutions and celebrating when we do. We are committed to working together with citizens, elected officials, and our partners to

get the job done. We value our culture of building strong partnerships within our community to achieve common outcomes.

- ***DELIVER QUALITY.*** We believe in providing quality services that we stand behind without compromise. Choosing the best people for our work, employing the best available practices, and always challenging ourselves to improve through innovation, collaboration, and teamwork.

The region has a proud history of government and community programs to help businesses and unemployed and underemployed citizens. In these times of limited resources, there is a need to ensure that many involved in workforce development are working together efficiently and effectively so the system is not further fragmented; rather all are providing quality services.

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

Section 1: Workforce and Economic Analysis

Please try to answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Employment Commission's labor market information website, https://virginiaworks.com, contains information that may help you address elements 1.1 through 1.7.

1.1 A descriptive analysis of the regional economic conditions**,** including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

The newly merged Hampton Roads region is situated in the southeastern corner of Virginia. Ten cities and five counties comprise the region. It is the home of the world's largest natural deep-water harbor. A totally integrated transportation network of interstate highways, air, rail, and sea services provides excellent access between the communities of this region and the markets of the world. Most of the area is also known as the Virginia Beach-Norfolk-Newport News Metropolitan Statistical Area (MSA), the 37th largest MSA in the nation. Washington, D.C. is 200 miles north and Richmond, the state capital of Virginia, is located 90 miles northwest as measured from downtown Norfolk.

According to the Virginia Economic Development Partnership (VEDP), the region boasts a civilian labor force of more than 800,000 and 20,000 individuals graduating from Hampton Roads' eight universities and four community colleges annually. Four Fortune 500 companies are headquartered in Hampton Roads because they know that the region's economy is as strong as it is stable due to the low business costs, attractive labor supply, and superior economic climate that businesses enjoy. For many businesses, it is critical to be conveniently located near customers, suppliers, distributors, employees, and vendors. Over 60 percent of the population of the U.S. is within 750 miles of Hampton Roads and the region's convenient and accessible transportation infrastructure provides multiple options for moving goods between national and international markets.

Each year, the Old Dominion University Dragas Center for Economic Analysis and Policy (CEAP) develops a report on the State of the Region for Hampton Roads. Over the last decade, the reports described the performance of the Hampton Roads economy as "anemic," "sluggish" and "uninspiring." In 2018 and 2019, the reports describe a region that had made positive economic changes, including consecutive years of growth and an increased number of jobs in the region. At the beginning of 2020, the Center projected that the region's economy would grow faster than the nation and that the prospects for sustained growth into 2021 appeared promising. The onset of the COVID-19 pandemic changed all of those projections.

According to the CEAP State of the Region Hampton Roads Reports, the Hampton Roads region is heavily dependent on federal defense spending, which increased from $10 billion in 2000 to approximately $22 billion in 2019. While the region has hosted one of the largest communities of active-duty military in the country, as well as a large and diverse defense contracting community, the numbers of active-duty military are declining. The number of military personnel employed in the region has declined from a peak of approximately 110,000 in 2003 to about 81,000 in 2017. The slow decline in military personnel is concerning given that military personnel is supported by civilian employees and contractors and indirectly creates numerous jobs in the regional economy. Since military compensation is higher on average than civilian compensation in the region, for every lost military job, the private sector would need to create more than two jobs on average to replace the lost compensation.

Military spending has historically buffered the region from the worst economic downswings. For example, during the recession of 2007-2009, U.S. real Gross Domestic Product declined by 3.23 percent and the overall Virginia economy fell 0.21 percent, but the metropolitan Hampton Roads economy grew, albeit slightly, by 0.35%. Thus, Hampton Roads was the 2best-performing metro economy in the nation during the recession per the Brookings Institute. However, regional performance from 2009-2015 lagged that of the nation largely because of the post-Iraq War military drawdown, federal budget sequestration, and the federal government shutdown all negatively impacting Department of Defense spending. In 2019, the federal budget raised defense and nondefense discretionary spending caps for FY 2020 and FY 2021, and essentially eliminated spending caps for FY 2022 and beyond. However, the COVID-19 pandemic has prevented Department of Defense travel and other operations. The size of the impact of the pandemic on military spending in the region has not yet been determined.

The three pillars that make up the bulk of the Hampton Roads economy are U.S. Department of Defense spending, the Port of Virginia, and the tourism and hospitality industries. The COVID-19 pandemic caused a decline in summer tourism and a reduced demand for imports and exports through the Port.

According to CEAP, in February 2020, regional hotel occupancy was higher than the same month in 2019. With the onset of the pandemic, occupancy declined to 31 percent in April 2020. Occupancy climbed to 54.9 percent in June 2020, a rate 22.8 percentage points lower compared to June 2019. Not only were fewer hotel rooms occupied, but also the rooms that were available for rent in June 2020 earned only 55 percent of the revenue when compared to June 2019. Additionally, CEAP showed that the Port of Virginia activity was adversely affected by the pandemic. Import and export tonnage declined by 17.3 percent and 4.2 percent, respectively, from June 2019 to June 2020.

The recovery of these three pillars will largely determine how the region as a whole recover from the economic crisis. CEAP estimates the declines in retail trade, hotel revenue, occupancy, and traffic through the Port of Virginia mean the region will not fully recover until 2022. It took the United States and Virginia more than 70 months to recover all the jobs lost during the Great Recession. For Hampton Roads, the recovery was more tepid, taking over 100 months to recover the lost jobs.

Existing and Emerging In-demand Industry Sectors and Occupations

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

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

Advanced Manufacturing is a large sector that pays on average considerably more than the regional average wage. Some of the major regional manufacturing employers are listed in the below chart.

Major manufacturing employers in the Hampton Roads region, 2020

Business	Product/Service
Cannon VA, Inc.	Copiers, cameras, and laser printers
Early Industries LLC	Ship repair
Huntington Ingalls Industries Inc.	Shipbuilding and repair
Smithfield Packing Company	Meat processing & packing
Stihl, Inc	Power tools

Figure 1. Source: CEAP

While total employment is expected to decline, an analysis of production-related jobs shows significant annual openings and strong demand. In 2018, over seven percent of the region's workforce worked in manufacturing, which totaled over 56,000 workers.

Transportation, Warehousing and Distribution is significant in size, expected to grow faster than the regional average and pays on average more than the regional average wage. Some of the major employers in the region include the Dan Daniels Distribution Center (a part of the Army and Airforce Exchange Service) and the CVN Distribution Co., Inc. In 2018, over three percent of the region's workforce worked in transportation and warehousing, which totaled over 23,000 workers.

Information Technology is significant in size, expected to grow faster than the regional average, and pays on average more than the regional average wage. In 2018, over one percent of the region's workforce worked in information, which totaled over 10,000 workers.

Healthcare and Biotechnology is a large sector that is growing very quickly. Wages, while lower on average than the other target sectors, still outperform the regional averages. Some of the major employers in the region include Bon Secours, Naval Medical Center Portsmouth, Riverside Health System, and Sentara Healthcare. In 2018, over 12 percent of the region's workforce worked in health care and social assistance, which totaled over 93,000 workers. This sector is one of the largest employers in the region.

The HRWC is focusing on these four sectors even though they do not make up the three economic pillars of the region in an attempt to support the diversification of the regional economy. Hampton Roads lacks concentration in any nationally competitive private-sector industries outside of Shipbuilding. From an occupational standpoint, growth over the last five years mostly occurred in unskilled or semi-skilled occupations supporting the Retail, Entertainment, and Logistics industries, though increases were also seen in Healthcare, Business, and Computer-related occupations which require more highly skilled and technical talent.

While the HRWC cannot directly influence or control defense spending or trade through the Port of Virginia, the Board can greatly impact the demand chain by staying focused on the supply side pipeline of needed talent. Additionally, while jobs in the tourism and hospitality industries are plentiful, they tend to be lower-wage and seasonal. Before the COVID-19 pandemic, tourism and hospitality were expected to have a record year. The HRWC will continue to provide support to all those experiencing the negative economic impacts of the pandemic so that the region will be ready for another record tourism year once the virus has been eliminated. For example, the HRWC has been selected by the Future of Work Grand Challenge to be a pilot partner in a program that will provide funding for innovations to connect COVID-impacted workers with new skills and employment opportunities[1]. The HRWC hopes that coupling these new COVID response programs with the Board's continued focus on these four high-wage, high-demand sectors will allow the region to return to its pre-COVID economic state as quickly as possible.

[1] https://www.vcwhamptonroads.org/workforce-boards-in-six-states-selected-for-national-partnerships-to-help-getamericans-back-to-work/

Employment by Occupation Cluster, 2017

Industry	Hampton Roads Employment
Hospitality	13.9%
+	9.1%
Medical	8.9%
Production	4.3%
Computer	3.5%

Figure 2. Source: Hampton Roads Talent Alignment Strategy Report, 2019

Employment Needs in Existing and Emerging In-Demand Occupations and Industries

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

Occupational Analysis Summary May 2019, Virginia Beach-Norfolk-Newport News MSA (VA-NC)

Occupation Description	2019 Jobs	Percent of All Occupations	Annual Mean Wage	Median Hourly Earnings
Production Occupations	37,110	5%	$41,890	$18.53
Transportation and Material Moving Occupations	63,780	8%	$36,000	$14.91
Computer and Mathematical Occupations	21,740	3%	$86,930	$39.33
Healthcare Practitioners and Technical Occupations	45,040	6%	$78,920	$30.22
Total Targeted Sectors	167,670	22%	$60,935	$25,75
All Occupations	**758,420**	**100%**	**$49,620**	**$18.73**

Figure 3. Source: VEC

10 Largest Occupations in Virginia Beach-Norfolk-Newport News MSA (VA-NC), May 2019

SOC	Occupation Detailed Description	May 2019 Jobs	Projected Growth	Median Hourly Earnings
35-3023	Fast Food Counter Workers	24,700	7.6%	$9.48
41-2031	Retail Salesperson	23,660	1.4%	$10.75
41-2011	Cashiers	20,780	0.8%	$9.92
35-3031	Waiters and Waitresses	15,170	8.2%	$9.56
43-4051	Customer Service Reps	14,980	8.2%	$14.07
43-9061	Office Clerks, General	14,950	1%	$14.87
53-7065	Stockers and Order Fillers	14,170	9.4%	$13.09
29-1141	Registered Nurses	13,900	15.2%	$32.83
37-2011	Janitors and Cleaners	12,180	10.9%	$10.86
53-7062	Laborers and Freight, Stock, and Material Movers	11,760	8.9%	$12.63
	Total	**166,250**	**5%**	**$13.81**

Figure 4. Source: Long-term Workforce Area Occupational Projections VEC.

The 10 largest occupations in the region represent some 22% of all jobs in the region but pay less than three-quarters of the regional median hourly earnings. Registered Nursing is the only occupation in the top 10 that pays more than the regional median wage of $18.73 per hour. Nurses are also the only occupation critical to any of the four targeted industry sectors. Further, the 10 largest occupations only account for 5% of the job growth projected in the Hampton Roads region.

10 Fastest Growing Occupations in Hampton Roads Region

SOC	Occupation Detailed Description	Projected Growth	Annual Openings	Median Hourly Earnings 2019
31-1120	Home Health and Personal Care Aides	62%	2,120	$12.50
21-1013	Marriage and Family Therapists	53.7%	37	$22.64
15-2000	Mathematical Science Occupations	44.8%	115	$39.33
15-1212	Information Security Analysts	44.6%	56	$43.33
29-1071	Physician Assistants	44.4%	56	$48.25
31-9097	Phlebotomists	42%	147	$17.16
29-1171	Nurse Practitioners	41.9%	64	$48.04
15-2031	Operations Research Analysts	38.2%	81	$42.55
31-2021	Physical Therapist Assistants	38%	68	$28.20
21-1023	Mental Health and Substance Abuse Social Workers	35.6%	81	$21.70
	Total	**65%**	**2,825**	**$32.37**

Figure 5. Source: VEC - Long-term Workforce Area Occupational Projections, Median Hourly Earnings

2019, Virginia Beach-Norfolk-Newport News MSA (VA-NC)

Only two of the top 10 fastest-growing occupations are outside of the four high-wage, high-demand sectors identified in this report. The eight remaining fastest-growing occupations are concentrated in health care and computer and mathematical occupations. The fastest rate of change for Transportation, Warehousing and Distribution occupations are in Automotive and Watercrater Service Attendants, with 15 percent growth. However, Transportation and Material Moving Occupations have some of the highest annual openings in the region, with almost 5,000. Production Occupations, under which many manufacturing jobs are included, have almost 2,500 annual openings.

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

Employment Knowledge and Skills Needs of Local Area Businesses

The HRWC gathers, utilizes, and examines both quantitative and qualitative information on employer workforce needs. The COVID-19 pandemic has radically changed what employers require to meet employment needs. While the pandemic is ongoing, the HRWC will focus on these needs. Once the virus has been eliminated, the HRWC will return to the data gathered before the pandemic and adjust it to account for lasting changes brought about by the pandemic.

From March through September 2020, the HRWC and their partners have worked with SIR, a national strategic research firm, to deploy a 15-minute online survey to collect responses from regional businesses on the effects of the COVID-19 pandemic. The survey received over 1,300 responses.

Business owners report that decreases in revenue and reductions in the workforce have been the top impacts of COVID-19. Of those reporting reduced revenue, 85 percent reported losses between 1 and 50 percent of their revenue. Of those reporting a reduced workforce, 71 percent reported a reduction

between 1 and 25 percent of their workforce. Women-owned, minority-owned, or service-disabled veteran-owned businesses were more likely to have experienced workforce reductions greater than 25 percent. One in three respondents report COVID-19 has caused them to change their business model. Business leaders' top concerns are:

- Overall long-term economic impact
- Loss of revenue
- Projecting the future
- Employee health and safety

Small business and retail business leaders requested the following programs:

- Help finding COVID-19 related grants and loans
- Best practices running a business during a pandemic
- Help making physical locations as safe as possible for employees and customers

Business leaders expect the portion of employees working from home to increase from less than 20 percent to 33 percent after the pandemic has ended.

52 percent of businesses believe the region's reputation factors into recruiting efforts. 47 percent were interested in a centralized job posting website shared across the Hampton Roads region.

To entice more young professionals to take jobs in the region, business recommend:

- Creating more job opportunities
- Building greater awareness of the region and what it offers
- Improving mass transit

Jobs and Educational Attainment

As of 2017, 91 percent of the regional population aged 25+ have graduated high school and 31 percent have earned at least a bachelor's degree. As reported by the Virginia Employment Commission's Long and Short-Term Occupational Projections, 39 percent of the jobs in the region do not require more than a high school diploma and 30 percent require at least some postsecondary.

The HRWC believes in an industry-led approach to employment and training services in the region. The HRWC balances labor market data analysis with regular, real-time feedback from the employer community. Due to the COVID-19 pandemic, the HRWC focused its employer survey on the immediate needs of businesses. Therefore, the HRWC does not have updated data on businesses' hiring difficulties. However, in October 2016, as part of a regional State of the Workforce Report, HRWC and its study consultant, Emsi, conducted an employer survey and focus groups with members of targeted industry sectors. The HRWC will update this data once the pandemic has ended. In the meantime, the HRWC will use this data as a starting point for action.

Employer Survey Results, 2016

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

The Top Three Hiring Difficulties Overall

1. Candidates lack experience

2. Candidates lack the technical skill

3. Applicants lack the necessary soft skills

Advanced Manufacturing Occupations with Significant Hiring Challenges

1. Computer Numerical Control (CNC) Machinist

2. Hydraulics Engineer

3. Manufacturing Engineer

4. Welders (of all types)

5. Quality Engineer

Transportation, Warehousing & Distribution Occupations with Significant Hiring Challenges

1. Logistics Supervisor

2. Truck driver

3. Vehicle Mechanic

Information Technology Occupations with Significant Hiring Challenges

1. Cyber Security Analyst

2. Network Engineer

3. Software Engineer

4. Systems Administrator

5. Technology Sales

Healthcare Occupations with Significant Hiring Challenges

1. Information Technology

2. Licensed Practical Nurse (LPN)

3. Nurse Manager

4. Physical Therapist

5. Registered Nurse

Focus Group Results

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

Talent Attraction

All business sectors have difficulty finding qualified talent for certain positions. Recruitment seems to be challenging regardless of the methods and means employed. Employers in the Information Technology sector noted that a lack of reputation as a technology hot spot makes attracting talent to relocate to the region more difficult, particularly vis-à-vis Northern Virginia.

Most businesses expressed some difficulty finding candidates with the soft skills needed to serve customers or work in teams. Many leaders indicated candidates lack problem-solving skills.

Some business leaders said that if job applicants have math skills and are driven to learn with strong work ethics, they can train them in the other skills needed.

Retention of Qualified Employees

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

Education

There was a general feeling that colleges and universities are not supplying people who are ready for the workforce. Some employers went as far as to say that they would rather hire people who have attended a trade school than those graduating from a liberal arts program. Regarding high school education, many business leaders felt that schools are teaching to the test but are not giving students practical skills that

can help them be successful in the workforce. There was some concern that schools promote college above trades, which are a pillar in the Hampton Roads regional economy.

The Impact of Government Contracts

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

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

Current labor force employment and unemployment data

Steady population growth, balanced across age groups, is an indication of a healthy economy. According to the University of Virginia Weldon Cooper Center for Public Service, the population of the Virginia Beach Metro Area has increased by approximately 3.8 percent since the 2010 census. Out of the 11 metro areas in Virginia, Virginia Beach had the 7th highest population growth along with Staunton. Looking specifically at Hampton, Newport News, Norfolk, and Portsmouth, since 2010 more people have moved out than in, the average population growth in Virginia from 2010 to 2019 was 8.2 percent.

Population growth in the Hampton Roads region has lagged the state and nation since 2005. However, much of this can be attributed to declining numbers of activity duty Military personnel and their dependents. While active-duty personnel themselves are not in the workforce, the corresponding decline in military spouses, many of whom are in the workforce, has negatively impacted the labor supply.

In 2020, the greatest impact on employment in the region was the COVID-19 pandemic, which forced many businesses to change or end their operations. As shown in the chart below, the unemployment rate before Virginia Governor Ralph Northam enacted state shutdown protocols in March 2020 was 3.6 percent. In April 2020 when the shutdown protocols had been enacted, the unemployment rate jumped to over 12 percent. As of October 2020, the unemployment rate has come down to just under 6 percent.

Estimated Labor Force – Virginia Part of the Virginia Beach, Norfolk, Newport News MSA

Time Period	Civilian Labor Force	Employment	Unemployment Rate
November 2020	834,079	790,600	5.2%
April 2020	829,970	721,655	12.1%
March 2020	846,393	816,000	3.6%

Figure 6. Source: VEC, 2020

The CEAP State of the Region Hampton Roads 2020 report noted that in August 2010, during the period of the Great Recession, more than 10,000 workers in Hampton Roads filed an unemployment claim. In comparison, in April 2020, nearly 77,000 workers in Hampton Roads filed an initial unemployment claim. The number of claims the region is seeing now is more than seven times the number at the peak of the Great Recession. The State of the Region report goes on to show approximately 1 in 10 workers in Hampton Roads received some form of unemployment benefit at the peak of the COVID-19 economic crisis. The increase in initial unemployment claims in Hampton Roads was higher than the increases seen in Virginia overall and across the country. Nationally, initial claims increased by 2,471 percent from mid-March 2020 to the beginning of April 2020. In Virginia, initial claims spiked to 5,446 percent. In Hampton Roads, initial claims increased by 6,457 percent.

Together with unemployment, underemployment is a measure of labor market slack. The Virginia Economic Development Partnership regularly calculates underemployment for the state's metropolitan areas. The underemployed include people working part-time but who want to work full-time; those working multiple part-time jobs; and those who are not in jobs commensurate with their education, training and experience. In September 2019, Hampton Roads had an underemployment rate of 13.8 percent. This rate may be higher now given economic conditions during the COVID-19 pandemic.

Labor market trends

According to the Hampton Roads 2019 Workforce Analysis Report, the Hampton Roads region experienced below-average industry growth from 2014-2019, as regional employment grew 4.2 percent compared to 9.2 percent nationally. Though recent efforts to diversify the economy were picking up

steam before the COVID-19 pandemic, the region still lacks concentration in any nationally competitive private-sector industries outside of Shipbuilding. From an occupational standpoint, growth from 20142019 mostly occurred in unskilled or semi-skilled occupations supporting the Retail, Entertainment, and Logistics industries, though increases were also seen in Healthcare, Business, and Computer-related occupations which require more highly skilled and technical talent.

The region's largest employment clusters are Government (14 percent of employment), Healthcare (13 percent), Entertainment (12 percent), Retail (11 percent), Education (9 percent), and Construction (6 percent). The region has a high concentration of Shipbuilding employment, nearly 35 times the national average, and nearly twice as many Government employees. Several of the region's largest industry clusters experienced above-average growth from 2014 to 2019, including Healthcare (10 percent job growth), Entertainment (10 percent), and Government (5 percent). However, Education experienced a 6 percent decline. The region's most concentrated industry, Shipbuilding, experienced a 6 percent decline in employment. Several small to medium-sized industry clusters made substantial gains from 20122017, including Automotive (28 percent job growth), Research & Consulting (21 percent,) and Transportation & Logistics (15 percent).

According to the Chmura Economics & Analytics report "Economic Impact of COVID-19 in Virginia Career Works Greater Peninsula and Hampton Roads Region" released October 7, 2020, the total employment in the region in the first quarter of 2020 was 795,898. The two-digit industry level of the North American Industry Classification System (NAICS), the largest sector in the region was healthcare and social assistance. Figure 7 shows the region's largest sectors and their employed workers.

Employment in the Hampton Roads Region's Most Employed Sectors

Sector	Employed workers
Healthcare and social assistance	110,221
Retail	90,480
Accommodation and food services	80,176
Manufacturing	70,394
Educational services	70,097

Figure 7. Source: Chmura, October 2020.

The stay-at-home order implemented by Governor Ralph Northam had a significant impact on regional employment in the second half of 2020. The Hampton Roads Region experienced a sharp increase in COVID-19 cases in July and August, which promoted Governor Northam to implement temporary infection prevention measures that only applied to this region. These measures included limits to restaurant hours and indoor gatherings. The measures also had a moderate impact on the region's employment recovery. Figure 8 from the Chmura report shows the impact of COVID-19 on employment and GDP in the region.

Estimated Employment and GDP Impact from COVID-19 in the Region

Two-Digit Industry	**Employment Impact (Average 3-Month Job Losses)**	**GDP Impact (3-Month $Million)**	**Employment Impact (Peak April Job Losses)**	**GDP Impact (April 2020, $Million)**
Accommodation & Food Service	-24,972	-$239.5	-32,503	-$100.8
Retail Trade	-8,323	-$112.3	-10,177	-$46.1
Arts, Entertainment, & Recreation	-7,177	-$75.1	-8,152	-$27.8
Other Services (except Public Administration)	-5,811	-$69.1	-7,847	-$31.6
Health Care & Social Assistance	-5,657	-$107.8	-8,445	-$53.8
Administrative & Support & Waste Management & Remediation Services	-5,313	-$87.4	-5,968	-$32.7
Education Services	-5,022	-$99.0	-5,801	-$38.1
Transportation & Warehousing	-2,438	-$59.2	-2,575	-$19.6
Construction	-1,879	-$40.3	-3,691	-$26.4
Manufacturing	-1,568	-$55.1	-2,536	-$31.0
Information	-1,003	-$22.1	-878	-$6.0
Public Administration	-609	-$21.5	-2,138	-$25.1
Real Estate &	-502	-$58.8	-592	-$27.9

Rental & Leasing				
Management of Companies & Enterprises	-467	-$16.2	-433	-$5.0
Wholesale Trade	-269	-$10.6	-342	-$4.5
Professional, Scientific, & Technical Services	-239	-$6.9	-558	-$5.3
Finance & Insurance	-158	-$5.1	-154	-$1.7
Utilities	-39	-$3.1	-27	-$0.7
Agriculture, Forestry, Fishing, and Hunting	-13	-$0.3	-29	-$0.2
Mining, Quarrying, & Oil & Gas Extraction	-2	-$0.1	-2	$0.0
Total	**-71,462**	**-$1,089.3**	**-92,846**	**-$484.3**

Figure 8. Source: Chmura, October 2020.

Chmura estimated that over 71,000 jobs in the region were lost in the second quarter of 2020, which is 9% of the regional workforce. This job loss would represent a loss of $1.1 billion of the regional GDP.

Labor force participation (LFP) measures the percentage of the population in the labor force for a given age group, which is working or actively looking for work. From 2014-2019, the LFP rate for the entire Commonwealth increased by 0.3 percent. According to the VEC, the LFP rates for Suffolk, Chesapeake, Norfolk, York, Portsmouth, Poquoson, Southampton, and Franklin increased during that time period. However, the LFP rates for the Isle of Wight, Virginia Beach, Hampton, Newport News, Williamsburg, Gloucester, and James City County slightly declined by less than 2 percent.

People with disabilities represent more than 66,400 workers in the Hampton Roads economy. From the last economic crisis in 2010 to 2019, this sector of the labor force has grown 66.3 percent.

According to the Chmura report, most industries in the region will experience a fairly quick, short-term comeback from the COVID-19 pandemic. Industries such as construction and manufacturing will be

among the first to recover because they may be able to maintain appropriate amounts of social distancing. Industries that allow their employees to work remotely will also recover quickly. However, most industries will not return to their pre-pandemic levels right away. Industries such as hospitality and food service may be on a slower recovery path. Additionally, while essential retail like grocery stores have been able to continue their (mostly) normal business, non-essential retail will experience a slower recovery.

The Chmura report explains that some studies show that some industries, such as retail and manufacturing, may be permanently changed because of the pandemic. While some manufacturing capacities may be moved back to the United States, e-commerce may force brick-and-mortar retail businesses to close. Details of the estimated recovery for the industries in the region are shown below.

Project Employment by Industry in the Region (2020-2022)

Two-Digit Industry	2019 Q4 Actual	2020 Q4 Est.	2021 Q4 Est.	2022 Q4 Est.
Accommodation and Food Services	80,152	74,537	77,793	79,004
Administrative Support, Waste Management and Remediation Services	50,163	46,837	50,484	50,730
Agriculture, Forestry, Fishing, and Hunting	1,762	1,716	1,771	1,772
Arts, Entertainment, and Recreation	18,144	14,869	17,420	18,124
Construction	43,282	41,873	43,049	44,068
Educational Services	70,323	65,817	70,081	70,354
Finance and Insurance	22,304	22,262	22,262	22,429
Health Care and Social Assistance	110,128	106,410	111,682	113,494
Information	10,914	9,780	10,887	10,917
Management of Companies & Enterprises	11,570	11,127	11,550	11,612
Manufacturing	70,352	68,139	71,293	71,293
Mining, Quarrying, Oil, and Gas Extraction	104	101	105	105

Other Services (Except Public Administration)	37,524	34,823	37,624	37,666
Professional, Scientific, and Technical Services	54,391	53,455	55,166	55,705
Public Administration	53,541	52,583	53,637	53,695
Real Estate and Rental and Leasing	15,306	14,656	15,259	15,328
Retail Trade	90,661	88,018	89,483	89,483
Transportation and Warehousing	33,571	31,503	33,632	33,818
Unclassified	1,502	1664	2,022	2,032
Utilities	3,124	3,103	3,134	3,134
Wholesale Trade	17,290	16,687	17,255	17,255
Regional Total	**796,108**	**759,861**	**796,181**	**802,018**

Figure 9. Source: Chmura, October 2020.

It is estimated that almost 47 percent of lost jobs can be recovered in the 4th quarter of 2020. By midyear 2021, the region is projected to recover over 78 percent of lost jobs, as consumer-driven industries including retail, food service, and recreation will start to recover.

The impacts of the pandemic on minority-owned small businesses are extremely acute, according to the Chmura report. They estimate that over 18 percent of firms in the region are minority-owned while over 21 percent of all firms in Virginia are minority-owned. Chmura does not have exact data for the region, but they have estimated impacts on minority-owned businesses in Hampton Roads based on the available national data. This preliminary data shows that minority-owned businesses have been more likely to close during the pandemic, with Black-owned businesses being the most likely to close. This disparity may be due to many factors, including:

- Higher infection rates in minority communities where minority-owned businesses are located.
- Minority-owned businesses tend to concentrate in industries most vulnerable to COVID-19, such as accommodation and food service.
- Lack of access to financial resources, including credit.

Educational and Skill Levels of the Workforce

According to the Hampton Roads 2019 Workforce Analysis Report, educational attainment levels in the region skew higher than attainment rates seen nationally. In 2017, 91 percent of students in the Hampton Roads region who enrolled in high school four years earlier graduated from high school, a rate only slightly below the statewide average. High school graduation rates in both the Commonwealth and region have increased slightly over the past 4 years. The Hampton Roads region's high graduation rates suggest a strong potential pipeline of skilled workers and college-bound graduates.

Adults (25 years or older) have higher high school attainment rates (91.5 percent) than the US and state averages. And they are more likely to have some college or an associate degree. Local bachelor's and graduate attainment rates are comparable to the US average but trail the state average.

Educational Attainment Rates in the Region, 2017

Area	Less than High School	High School	Some College	Associate Degree	Bachelor's Degree	Advanced Degree
Region	8.5%	24.6%	24.9%	9.9%	19.6%	12.5%
Virginia	10.3%	24.2%	19%	7.9%	22%	16.7%

Figure 10. Source: Hampton Roads 2019 Workforce Analysis Report

Educational attainment levels have improved across the board at the regional, state, and national levels from 2005-2019. Education levels of adults 25+ years of age in the MSA have risen over the past 5 years. Overall educational attainment levels in the region are competitive with state averages. However, the "Some College" and "Associates Degree" levels are higher in Hampton Roads than either the state or nation. This may indicate strong academic preparation for middle skill jobs. Rates of "Baccalaureate" and "Advanced Degree" attainment are lower than the state averages. State higher education attainment rates are driven by the Northern Virginia and Arlington LWDBs where over 50% of the population 25+ has a Baccalaureate degree or higher.

Postsecondary Completions

In the Hampton Roads region, the education system produces more bachelor's degrees than any other award level (certificate, associate's and master's+ degrees). The largest graduate clusters are seen within Healthcare, Science & Engineering, Liberal Arts and Business, Finance & Economics. The fastest areas of growth have mostly occurred in more technical degree areas and skilled trades such as Construction, Personal Services, and Mechanics & Machine Repair. Most interestingly, graduate output in Hampton Roads has increased 38 percent since 2007, putting the region slightly above the national per capita average. Certificate awards and associate degrees grew 49 percent and 27 percent respectively, with the number of healthcare-related degrees dominating both. Major gains in Healthcare, Science & Engineering, and Software & Computer Science supported a 51 percent increase in the output of bachelor's degrees. Healthcare was also one of the faster-growing clusters among master's and Ph.D.'s.

Total Graduates by Award Level in Hampton Roads, 2017

Certificate*	Associate's	Bachelor's	Advanced Degree
4,507	6,712	10.737	4,525

Figure 11. Source: Hampton Roads 2019 Workforce Analysis Report

*Note: Certificate data in this section is based on FOR-CREDIT CERTIFICATES from the US Department of Education. CTE and Non-credit programs are not included.

All these data points to increased investment in Healthcare and Science & Engineering education within the region, a growing middle-skilled talent pool as evidenced by the types of certificates produced, and a stronger knowledge-based economy resulting from the surge in bachelor's degrees.

The level of associate degree holders in the region rose by over half a percentage point since 2012. The proportion of adults with a bachelor's degree or higher grew by over three percentage points since 2012. Educational attainment is improving at a pace comparable to US and state improvements. Local bachelor's degree or higher attainment rates trail the nation at younger age groups but outpace the US for those ages 45 and older. However, both the metro and the nation trail the state of Virginia for bachelor's degrees or higher attainment at every age group.

Bachelor's Degree or Higher Educational Attainment by Age, 2017 (Includes civilian and military)

Area	25 – 34	35 - 44	45-64	65+
Region	31.5%	35.4%	32.3%	29.8%
Virginia	41.8%	43.6%	38.3%	32.4%
US	35.6%	35.9%	30.8%	27.6%

Figure 12. Source: Hampton Roads 2019 Workforce Analysis Report

White (Non-Hispanic) individuals within the region are more likely to have a bachelor's or above than Black/African American and Hispanic individuals, similar to the US. At 36.5%, local White (Non-Hispanic) residents are 60% more likely to hold a bachelor's or higher degree than local Black/African Americans and 30% more likely than Hispanics. Local Asian residents are far more likely to hold a bachelor's degree or above (40.4%) but trail attainment rates of their national and statewide peers.

Bachelor's and higher educational attainment by race/ethnicity, 2017

Area	White (Non-Hispanic)	Black/African American	Asian	Hispanic
Virginia Beach MSA	36.5%	22.7%	40.4%	27.8%
Virginia	42%	24.8%	61.2%	24.9%
US	35.8%	21.4%	53.8%	16%

Figure 13. Data includes adults 25+ years old; includes civilian and military. Source: Hampton Roads 2019 Workforce Analysis Report

Poverty rates in the Hampton Roads region stood at 12.6 percent in 2017, continuing the trend of lower regional than national poverty rates. This trend has persisted since 1998. Lower poverty rates typically indicate a healthier economy, one where residents have access to incomes and jobs that support their cost of living. The regional poverty rate has not been updated to reflect the impacts of the COVID-19 pandemic.

Generally, many people in the disabled community face significant barriers to employment. In the Hampton Roads region in 2020, people with disabilities held a 46.1 percent labor participation rate.

Nationally, the labor participation rate for people with disabilities was 41.5 percent. People with disabilities represent more than 66,400 workers in the local economy. From the trough of the last economic crisis in 2010 to the present, this sector of the labor force has grown 66.3 percent. This is a significant contribution that aided in economic recovery then and is a noteworthy sector to watch as we work through the present-day crises.

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region [WIOA Sec. 108(b)(1)(D)]

Within LWDA #14 (the new LWDA number for the reconstituted HRWC resulting from the merger of LWDAs #14 and #16 to be effective on 7/1/21), all services provided for area employers, members of the local workforce, and students enrolled in education and job training programs are informed by economic development and business priorities. These priorities are identified through various means by local, state, and national organizations that publish current labor market information (LMI). Such information provides the necessary roadmap for advising and guiding One-Stop Customers and Youth Program Participants as to the occupations that are or are projected to be in demand and the career pathways that can lead to successful employment within these fields. This process helps to ensure that the subsequent expenditure of WIOA training dollars will achieve desired outcomes in terms of credentials earned, placement rates, wage rates, and job retention rates.

The HRWC periodically partners with other leading stakeholders to commission an updated, timely analysis of current regional labor market trends and future projections. This analysis is used to inform all aspects of HRWC's workforce development activities and efforts. Especially noteworthy is the need to better understand the current demand and supply chain for talent, trending changes, new opportunities, and a critical assessment of any gaps that may be adversely affecting and/or interrupting the economic cycle of the local labor market.

The HRWC provides a variety of workforce and economic development services and support to the region's businesses and residents. These services include a broad range of activities that offer the workforce the skills, knowledge, and abilities needed to succeed in a growing and robust economy. The Virginia Career Workers – Hampton Roads Region oversees the region's workforce development system and its two comprehensive and four affiliate One-Stop Workforce Centers.

As part of the Hampton Roads Metropolitan Statistical Area (MSA), current data on in-demand occupations is readily available within the local region and within the broader region. Such LMI is acquired through close collaboration between the HRWC and the economic development agencies of the fifteen localities comprising LWDA #14 and from contacts with local area Chambers of Commerce. Representatives from these organizations are included in the Board's membership.

Additionally, this data is augmented by ongoing LMI provided by such agencies as the Hampton Roads Economic Development Alliance (HREDA), the Hampton Roads Planning District Commission (HRPDC), the Future of Hampton Roads (FHR), and the several two and four-year colleges and universities that serve the Greater Peninsula and Hampton Roads regions. Additional local or regional economic and labor market data, produced by the Virginia Employment Commission/Economic Information Services Division (VEC/EISD) and by the U. S. Department of Commerce/Bureau of Economic Analysis (USDC/BEA) is likewise utilized to inform and direct the services provided by the Board through its One-Stop Centers and Youth Service Providers to ensure that training dollars are employed to their best advantage.

Based upon the sources cited above, local in-demand occupations include employment in Advanced Manufacturing, Health Care, Construction, Maritime and Logistical, and Hospitality and Tourism. Consequently, HRWC maintains a broad menu of vetted training providers offering hundreds of

different training programs that are always available to participants using Individual Training Accounts that are made available as part of the One-Stop System.

During the 2018-2019 program year, in the Hampton Roads and Greater Peninsula regions:

- 14,903 customers were served
- 719 customers were trained with WIOA funds
- 679 customers received an industry recognized credential or certificate
- 454 job seekers received individualized career services
- 434 new customers enrolled in training services
- 370 customers were placed in jobs paying an average of $19.87 per hour

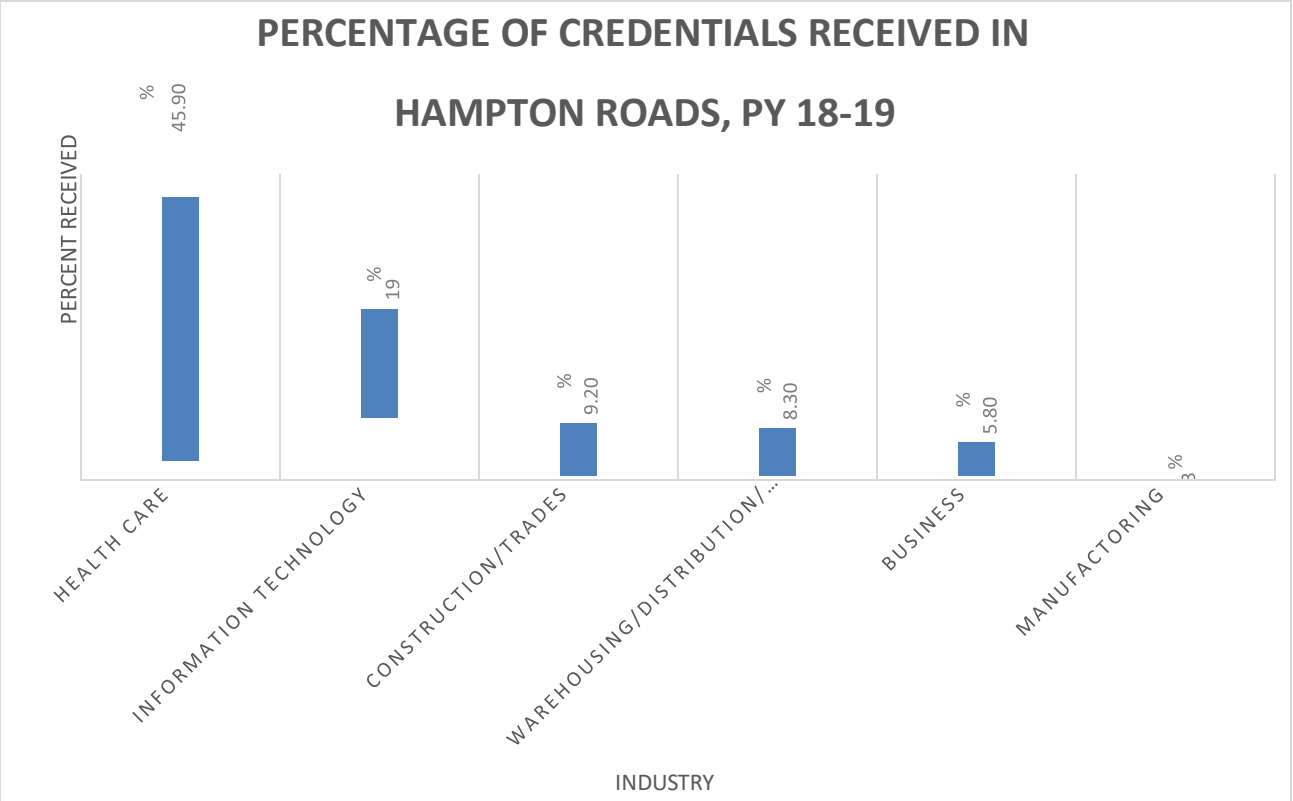

Figure 14. Source: HRWC Annual Report PY 18-19

The centers were initially developed to bring together employment and training services that work with all people in one place and make it easier for job seekers and employers to find, access, and use these services. Businesses can utilize the centers for recruiting and hiring an outstanding workforce. Through

this plan, the region is striving to go beyond the colocation of services to fuller alignment and integration of all workforce services region-wide. This change requires a paradigm shift in the delivery of workforce services. Improving service alignment and integration is being led by the HRWC and Virginia Career Workers – Hampton Roads Region.

Analysis of Workforce Development Activities

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

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

1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services [WIOA Sec. 108(b)(1)(D)]

Strengths

- Capacity exists within the system to provide quality education and training services.
- The Business Services Team is designed to be responsive to businesses and employers.
- Workforce strategy (goals, vision, mission) is designed to be system-wide, not just for WIOA.
- HRWC has the capacity to integrate processes, systems, and services.

- Strong public/private partnerships for program development exist.
- Workforce and economic development linkages are strong.
- The region has a highly educated workforce.
- The region is an attractive place for workers to live and work.
- The Workforce Development Boards in Hampton Roads and Greater Peninsula have merged to better serve the job seekers and businesses in the region and address the weaknesses identified below.

Weaknesses

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

- There is inadequate coordination and alignment across the service providers in a manner that streamlines access for job seekers and businesses.
- Opportunities for work experience for job seekers are insufficient.
- Job seekers and employers are unaware of the workforce services available.

Opportunities

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

Threats

- Relevancy to business is diminished because skills taught and assessed are not aligned with the needs of the employer.
- Lack of coordinated resources impacts sustainability and growth.
- Frustration among all customer groups due to lack of information and access
- Impact is greatly reduced.

- Changing administration creates a period of 'unknown' in terms of what the priorities will be, what initiatives and policies will continue, what will be abandoned, etc.
- Not knowing how to meet customer expectations and not collecting data regarding the end user may result in resources being expended on the wrong strategies or strategies that do not "move the needle" in terms of increasing satisfaction.

Critical Success Factors

- The local area must commit to continuing to build and expand the network of regional leaders and partners that are substantially involved in and advancing integrated workforce efforts.
- Partners must commit to realigning their resources, both financial and otherwise, to support action and innovation around the shared vision that has been developed.
- Regional partners must commit to supporting the sustainability of the goals, strategies, and activities that have been proposed as part of this process.
- All partners must commit to common accountability metrics to measure success factors and be willing to be held accountable.

Capacity Issues

- Serving individuals with significant barriers costs more and requires more resources, financial and otherwise.
- It would be advantageous for area businesses to work more closely with the HRWC to help fund work-based learning programs addressing critical needs.
- The area needs to do more extensive cross-training with staff so customers can be better matched with appropriate career pathways through:
- Formula and discretionary grant-funded programming
- Sector partnerships
- Special programs which may include but are not limited to grant-funded initiatives

- Work-based learning to include, but not limited to on-the-job training (OJT), work training experience (WTE), pre-apprenticeship, apprenticeship, and/or classroom occupational training
- Broadening remote access to workforce development services by maximizing technology capacity utilizing social media and virtual One-Stop platforms
- Streamlining and standardizing intra-regional processes for WTE, OJT, and apprenticeships.

In regard to serving youth who are "Individuals with disabilities," it is the Board's policy to work closely with DARS and other partners to ensure that all WIOA Youth funded services are accessible in accordance with the requirements of the ADA and WIOA.

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

i. Local area's strategy for ensuring the availability of comprehensive services for all youth
ii. How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA
iii. Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program
iv. How the required program design elements will be addressed as part of the development of youth service strategies
v. Strategies to identify, recruit, and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended
vi. Policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals vii. Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies viii. Efforts are taken to ensure compliance with applicable child labor and safety regulations
ix. Pay-for-performance policy as applicable

i. The local area's strategy for ensuring availability of comprehensive services for all youth.

The HRWC provides comprehensive services to eligible youth, including those with special needs and/or barriers to continued education and employment, through its contractual relationship with partners for the delivery of WIOA-funded, in-school and out-of-school youth services.

In PY 2022, eight comprehensive youth services programs for WIOA eligible in and out-of-school youth will be provided by 6 contractors, collectively covering all 15 jurisdictions, to include:

- Mid Atlantic Maritime Academy
- New Horizons Regional Education Centers (NHREC)
- Paul D. Camp Community College
- Virginia Beach City Public Schools
- Virginia Beach City Public Schools Adult Learning Center
- Virginia Technical Academy

ii. How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA.

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

- Contracts are entered with sub-recipient program service providers through Request for Proposals (RFP), proposal review and recommendation from Youth Services Committee, and subsequent approval and funding authorization by the Board. Contracts are between HRWC and the provider and stipulate the specific contract purpose, statement of work, deliverables, performance expectations, maximum budget amount and payment terms, initial contract performance period and a reference to any possible extensions authorized under the RFP, specific assurances and certifications, termination and modification conditions, default consequences and other standard contract clauses. In addition, the provider's RFP proposal, as accepted by HRWC, is included by reference. Transitioning service providers are provided with applicable training by HRWC, ongoing technical assistance, and the transfer of active participant records, as applicable and appropriate. In the event of an unforeseen termination of a service provider, the options of either expanding the capacity of existing service providers to provide for

the program services or the issuance of a new RFP will be explored, in consultation with the applicable Board Committee or Youth Services Committee. 75 percent of youth-allocated funds will be awarded to sub-recipients for services provided to out-of-school youth.

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

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

iii. Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program.

As noted above, the HRWC included in its Request for Proposals, and in the subsequent WIOA Youth Contracts executed with requirements that partners include a provision of Work Readiness and Life Skills Training to all youth enrolled in either the in-school or out-of-school programs.

HRWC ensures that all youth and young adults have access to the required program elements and activities during their enrollment in the WIOA youth program through coordination and collaboration with youth program contractors and local youth service agencies. Youth will be provided with the required program elements and activities during their enrollment.

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

iv. How the required program design elements will be addressed as part of the development of youth service strategies.

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

v. Strategies to identify, recruit and retain out-of-school youth, and efforts to ensure the required percentage of WIOA youth funds are expended.

The HRWC has made the Out-of-School portion of the local WIOA Youth program a separate and independent contract initiative with very clearly defined objectives, responsibilities, and outcomes included in the Statement of Work. This single-minded focus on the contract responsibilities helps to ensure that adequate attention and resources are devoted to serving the needs of the out-of-school youth

population. Additionally, there is a close working relationship between the HRWC's Youth Services Committee, the partners, and the local One-Stop System.

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

- HRWC will contract with qualified organizations to provide In-School and Out-of-School Youth programming, as listed in section i. The amount of funding for the contracted programs is greater than the required expenditures for the out-of-school youth population. Expenditures for the programs will be routinely monitored to assure the necessary funding is expended.
- HRWC will provide informational materials connecting prospective youth to the year-round contracted programs, provide general information tables at community events, and conduct recruitment workshops at local youth-serving organizations through the open-access programs. Additionally, staff will provide individual referrals to in and out-of-school youth as appropriate.

vi. Policy regarding serving youth who do not meet income eligibility guidelines,

The HRWC has established the following definition for youth who need additional assistance: An eligible youth who requires additional assistance to complete an education program, or to secure and hold employment, means, an individual, who is:

1. Enrolled in an eligible allied education program, but requires additional assistance and/or services beyond those offered by the program operator to successfully complete the activity or program; or
2. An otherwise eligible youth who is near the point of being ready for a job or employment but requires additional workforce preparation and/or other related assistance under WIOA Title I to acquire or retain a job.

The additional requirements will be specified by either:

- The allied education program operator (to avoid being unsuccessful in the current program)
- The prospective employer (to document the difficulty encountered in fulfilling a specific job)
- A current employer (to prevent an employed youth from becoming underemployed or unemployed).

These additional requirements must be documented in the youth's individual service strategy.

The HRWCs policy regarding serving youth who do not meet income eligibility guidelines is primarily to provide an appropriate referral. For those youths who do not meet eligibility requirements, the contractors refer them to other area organizations and resources for assistance. As discussed elsewhere in this plan, the partners will explore how to ensure that all referrals, for youth and adults, include a "Warm handoff" and follow-up.

vii. Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies.

The HRWC, either through pre-existing relationships between its youth service provider and other youth service agencies or through working relationships with other local youth service organizations, affects the requisite coordination needed to broaden the resources that can be leveraged to meet the mutual needs of the youth services agencies. On the Peninsula, the Youth Program is actively working and partnering with YouthBuild to pilot a value-added, service delivery approach during the post-COVID period, to expand service reach and afford a more comprehensive set of much-needed wraparound services to youth.

The Youth Services Committee has several members from Job Corps, local offices on youth, additional youth-serving agencies, and higher education institutions.

viii. Efforts taken to ensure compliance with applicable child labor and safety regulations. The local WIOA Youth contracts include detailed assurances and standard boiler-plate provisions to ensure strict service provider enforcement and adherence to all applicable safety and child labor laws. On an annual basis, the Board staff conducts internal monitoring of all program operations to ensure proper oversight of field operations. Part of this review (i.e., review of all major program components) is designed to assess all aspects of program operations to ensure all applicable youth safety and child labor laws are being addressed.

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

ix. Pay-for-performance policy, as applicable.

Not applicable.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- Access to and delivery of career services (basic, individualized, and follow-up)
- The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals
- The area's definition of hard-to-serve populations with additional barriers to employment

All employment services specified in the WIOA legislation are available to Adults and Dislocated Workers either directly in the Virginia Career Works – Hampton Roads One-Stop Centers or through the core partners. Training services will be provided in partnership with a vast network of public and

private training institutions, including school districts, vocational-technical centers, community colleges, private proprietary schools, and four-year public and private educational institutions.

i. Access to and delivery of career services

The HRWCs delivery of WIOA workforce services for Adult and Dislocated Workers in the local area include but are not limited to:

Job Seeker Services:

- Basic Career Services such as current labor market information, standard job referrals, job search assistance, workshops, and supportive services information.
- Individualized Career Services such as comprehensive assessment, job readiness services, career planning, workforce preparation, work-and-learn strategies, financial literacy services, and English language acquisition. These services are provided by staff with the concurrence of the HRWC and Chief Elected Officials under a Waiver from the Governor of Virginia.
- Training Services such as occupational skills training, customized training, On-The-Job-Training, transitional jobs, and entrepreneurial and self-employment training

Basic and Individualized Career Services are provided by HRWC staff with the concurrence of the HRWC, the Chief Elected Officials of the region, and the Governor under a waiver to provide such services. HRWC provides these services within an integrated delivery system under the direction of the HRWC and in partnership with the One-Stop Center partners. Services are delivered through established frameworks and protocols in a customer-focused, outcome-oriented approach that integrates services for both job seeker and employer customers.

The HRWC website provides job seekers with comprehensive information about all services and activities provided through the One-Stop Centers. The HRWC encourages the development of training

modules that facilitate career development in high-demand occupational areas primarily through Individual Training Account (ITA) vouchers or cohort training options. ITA's can only be used for authorized programs with approved training providers in accordance with applicable state and HRWC policies. HRWC enters into ITA Vendor Agreements and Contracts with approved entities for the delivery of training services. ITA programs are approved by the HRWC in accordance with an application process for initial and continued eligibility prescribed by the VCCS.

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

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

Title II of WIOA reauthorizes the Adult Education and Family Literacy Act (AEFLA). AEFLA, administered by the U.S. Department of Education, is designed to create a partnership among the Federal Government, States, and localities to provide, on a voluntary basis, adult education, and literacy activities. These activities are designed to:

- Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.
- Assist adults who are parents or family members to obtain the education and skills that are necessary to become full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their family.
- Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways.
- Assist immigrants and other individuals who are English language learners in:
    - Improving their reading, writing, speaking, and comprehension skills in English, as well as mathematics skills.
    - Acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship.

WIOA provides new opportunities for the title I Adult and Dislocated Worker programs and the Employment Service to partner with title II AEFLA providers. WIOA sec. 134(c)(2) authorizes career services to be provided with Title I Adult and Dislocated Worker funds. Some of these services are activities that are also allowable under AEFLA, including workforce preparation activities, English language acquisition programs, and integrated education and training programs. To ensure consistency across the services for the benefit of participants and service providers, ETA is aligning the definitions for these services with those used by the AEFLA program. This allows Title I programs and the AEFLA

program to coordinate in the development of career pathways and to co-enroll participants, so they receive the full spectrum of services for their education and employment needs. For example, an individual could receive adult education services while at the same time receiving services from the OJT program funded by Title I. If individuals are unable to receive services from the AEFLA program but are determined to need those services by the career planner, then Title I may provide those services the program is authorized to provide.

ii. The area's definition of self-sufficiency

Under the federal WIOA legislation, training services may be made available to both employed and unemployed individuals. However, when serving "employed individuals," local Boards must determine if an employed individual is earning wages at or below a level of self-sufficiency, to be eligible for WIOA-funded services and support. Recognizing the variable nature of the cost of living in different markets around the Country, the legislation allows flexibility with the establishment of a local Board-approved definition.

The HRWC Board's local definition for what constitutes Self-Sufficiency, as defined below, is used to determine an employed participant's eligibility for Training Services per federal and state requirements.

For the employed adult population, the HRWC Board has approved the adoption of the following definition: Self-Sufficiency is defined as equating to a minimum of 200% or higher of the annually updated, Federal Health and Human Services (HHS) Poverty Guidelines at the applicant's individual income level. If the applicant is over income based on his/her own individual income, then family size and family income will be reviewed for further approval consideration using the 200% family income table guidelines.

For the employed Dislocated Worker population, the HRWC Board has approved the adoption of the following two-tier definition: Self-Sufficiency is defined as equating to not less than 85% or higher of the participant's average earnings at time of dislocation (i.e., pre-layoff wage/income), or 200% or higher of the annually updated, Federal Health and Human Services (HHS) Poverty Guidelines at the applicant's individual income level, depending on which level is higher. If the applicant is over income based on his/her own individual income, then family size and family income will be reviewed for further consideration using the same 200% family income table guidelines.

iii. The area's definition of hard-to-serve populations with additional barriers to employment.

The HRWC has not established a policy to specifically implement the Special Participant Population provision allowed under Section 680.320 (a) (3) of the WIOA Regulations. However, consistent with the general WIOA intent of focusing services on the more in-need and at-risk service groups, the HRWC has instituted other locally defined Priority Consideration elements, in addition to the federally mandated Adult Priority requirement, that governs how employed Adults and Dislocated Workers may gain access to the higher levels of tiered services based on assessed needs.

Section 2: Strategic Vision and Goals

Please try to answer the questions in Section 2 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here: https://www.dol.gov/agencies/eta/performance/performance-indicators to support regional economic growth and economic self-sufficiency [WIOA Sec. 108(b)(1)(E)]

The HRWC's strategic vision: The Hampton Roads region is the national model for thriving and diverse communities of skilled workers growing local businesses and the economy

HRWC's strategic goals:

1. Collaborate with regional partners to develop long-term employment expansion opportunities for economic growth.
2. Deliver flexible and effective workforce development services equitably to all customers who need them.
3. Enhance regional communication and partnerships to increase awareness of available services and resources.
4. Ensure strong organizational health including high-performing staff.
5. Grow sustainable funding streams to increase the percentage of revenue coming from nonrestricted sources.

The following performance accountability measures were negotiated with the VCCS and were approved for PY' 2022 and PY'2023.	LWDA 14 Negotiated Level
WIOA Adults	
Employment (Second Quarter after Exit)	**81.0%**
Employment (Fourth Quarter after Exit)	**80.8%**
Median Earnings	**$ 6,100**
Credential Attainment Rate	**78.0%**
Measurable Skill Gains	**69.0%**
WIOA Dislocated Workers	
Employment (Second Quarter after Exit)	**85.0%**
Employment (Fourth Quarter after Exit)	**82.5%**
Median Earnings	**$ 8,300**
Credential Attainment Rate	**80.0%**
Measurable Skill Gains	**74.0%**
WIOA Youth	
Employment (Second Quarter after Exit)	**74.4%**
Employment (Fourth Quarter after Exit)	**72.0%**
Median Earnings	**$ 3,400**
Credential Attainment Rate	**70.0%**
Measurable Skill Gains	**72.0%**

The workforce infrastructure of the region includes the Virginia Career Works – Hampton Roads Region One-Stop Workforce Centers (two comprehensive and three affiliate sites), economic development entities, local government, partners, and P-20 education. It also includes several collaborative efforts designed to impact the workforce development system. It is this partnership that continues to work together to continuously improve upon the workforce development system's foundation built over the past several years. The economy is diverse, vibrant, and growing due to the region's high quality of life, which has attracted an educated, skilled labor force that has in turn allowed the region to become a hub for several advanced high-tech sectors.

The HRWC is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of the region. The HRWC continually reviews its Strategic Plan when implementing programs and policies for the system and developing the yearly Action Plan for HRWC and the system. The strategic thinking and planning to create a new strategy occurs every three years. The HRWC is committed to ensuring that its strategic plan supports the goals identified for the workforce system.

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

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

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

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

2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: https://virginiacareerworks.com).

The HRWC's strategic vision and goals extend the strategies identified in the Virginia Combined Statement to the local level. The HRWC vision, like the CSP vision, seeks to develop communities of highly skilled workers and connect them to Virginia's industries. The HRWC goals extend the CSP's vision for improving economic opportunity for all Virginians by focusing on new industries and partnerships, as well as providing flexible services equitably. The HRWC's third goal is similar to the fourth CSP goal in its focus on strengthening outreach efforts to spread awareness of the services provided. This goal will be especially important to implement during the recovery from the pandemic when communication has been more virtual and may have left out those who do not have access to broadband or computers at home. Finally, the HRWC's fourth goal focuses on increasing the success of the board by investing in professional development opportunities and additional funding sources. These efforts will allow the board to continue being a high-performing board that provides services to everyone in the region.

2.3 Describe how the local board's vision and goals align with and/or support the vision of the Virginia Board of Workforce Development (VBWD) (found here: https://virginiacareerworks.com).

Like the CSP, the HRWC's strategic vision and goals extend the strategies identified in the Virginia Board of Workforce Development (VBWD) strategic plan to the local level. The HRWC vision, like the VBWD vision seeks to develop communities of highly skilled workers and connect them to Virginia's industries. The HRWC goals extend the VBWD's vision for removing barriers for customers by focusing on new industries and partnerships, as well as providing flexible services equitably. The HRWC's second goal is related to VBWD's third goal in their focus on providing services to customers. This goal will be especially important to implement during the recovery from the pandemic when many do not have access to broadband or computers at home. Finally, the HRWC's fourth goal focuses on increasing the success of the board by investing in professional development opportunities and

additional funding sources. These efforts will allow the board to continue being a high-performing board that provides services to everyone in the region.

2.4 Taking into account the analyses described in 1.1 through 2.3, describe a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local areas to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

To achieve the strategic vision, the HRWC will implement five goals that will require all the region's workforce, education, and economic development entities to align their available resources so that their core programs are delivered in a seamless and integrated fashion to meet the needs of our common job seekers and employer customers.

To accomplish these goals will require the following overarching strategies:

1. Establish mechanisms that provide support to customers who have had their training programs and certifications delayed to the COVID-19 pandemic

2. Advance efforts to make Hampton Roads a leader in emerging industries, such as offshore wind

3. Establish innovative workforce initiatives that have a goal of bringing equity, diversity, and inclusion to regional workforce services

4. Seek funding sources to support customer accessibility needs, such as transportation, childcare, and soft skills training

5. Expand outreach programs targeting recent graduates and others experiencing career transitions to encourage them to seek out employment opportunities in the region

6. Develop a communication strategy that informs job seekers, students, and businesses of available workforce development services

7. Evaluate the effectiveness of each initiative and communicate the results of the evaluation to relevant stakeholders annually

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

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

To foster a collaborative approach at the onset that would result in support of the strategies included in this plan, HRWC is committed to community involvement in the formation of the local plan. While the Hampton Roads HRWC providers and partners have a wide array of partnerships, there is a need to expand relationships with more organizations and partners. Ideas for broader outreach and relationship development to form strategic partnerships, as well as strategies to carry out workforce development activities, include:

- Create formal connections with faith-based organizations
- Conduct regional resource mapping of workforce and education partners.
- Create pathways for individuals with a low skill level to get to 'bridge' programs that help them increase their skill levels to where the workforce system then continues to help them build skills to the level required to enter training and/or the workforce.
- Change the perception that the workforce system/centers only provide 'low-skilled' workers to employers.
- Develop more robust partnerships with industry associations to better connect to employers.
- The Business Services Team should do a formal Process Review of core processes that intersect with employers. The review must be system-wide to eliminate barriers to employer participation and to ensure that each vendor/operator across all counties is utilizing the same process and practices.
- Create a community-wide dashboard with a select set of metrics that measure the outcomes of the entire system.

2.4 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:

- Regional vision for workforce development
- Protocols for planning workforce strategies that anticipate industry needs
- Needs of incumbent and underemployed workers in the region
- Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
- Setting of standards and metrics for operational delivery
- Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system
- Generation of new sources of funding to support workforce development in the region

Adherence to this guidance will satisfy the LHRWC's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

i. A regional vision for workforce development.

As articulated in the most current edition of the Hampton Roads Regional Economic Development Strategy, the regional vision is, "With proper foresight, continuous planning and dynamic economic development, Hampton Roads will be recognized internationally as a region fueled by Innovation, Intellectual and Human Capital, Infrastructure and a Sense of Place." The HRWC's vision is clearly in alignment with the Commonwealth of Virginia's vision for workforce development as expressed in its WIOA Combined State Plan, "During the life of this plan, we will improve economic opportunity for all Virginians by serving those who are not yet earning a sustainable wage and, as important, by focusing the resources and mechanisms of our workforce system to recruit people into the workforce and connect them to businesses in high demand industries."

ii. Protocols for planning workforce strategies that anticipate industry needs.

While developing appropriate strategies to anticipate industry needs is still a work in progress, the following guidelines have been formulated to best position the local workforce development system to anticipate and address industry needs within the limits of our WIOA mandates and available resources:

1. Foster close working relationships with jurisdictional and regional economic development entities and the Go Virginia Region 5 and Reinvent Hampton Roads program initiatives
2. Investigate business or industry sectors where employer demand is strong for entry-level or middle-skill employees and relatively short-term training is needed.
3. Combine real-time labor market data and deep employer knowledge to generate the most useful demand information
4. Evaluate the current state of training programs to determine their ability to provide participants enrolled in training with current skills in demand by employers and lead to industry-recognized and valued credentials as identified within appropriate career pathways.
5. Through the Business Services Team, engage employers early, on their terms, and consult with them regularly on key aspects of training program design and delivery.
6. Incorporate both technical and work readiness skills into training.
7. Maintain a training vendor application process to adapt to changing market needs, throughout the program year.

iii. The needs of incumbent and underemployed workers in the region.

The Business Services Team will pay close attention to opportunities to meet the special needs of employers, including a group (i.e., cluster) of employers, to retain a skilled workforce or avert the need to lay off employees, particularly underemployed workers, by assisting such individuals in obtaining the skills necessary to retain employment or move into higher paying positions providing family-sustaining wages and benefits. Members of the Business Services Team will also be alert to how such services directed toward incumbent and underemployed workers, if successful, can result in new entry-level employment opportunities, which may be appropriate for other individuals being served through the

One-Stop system that are currently unemployed. The Board has established a number of work-based training policies to guide the Business Services Team's efforts in this regard.

Daily/Weekly actions of the Business Services Team include:

- Field all incoming inquiries from business
- Provide personal response via telephone follow-up within 24 hours and schedule an initial in-person meeting(s), as needed, within the next 72 hours
- Assess business needs and offer any recommended workforce solutions as soon as possible but no later than five business days from the last meeting/follow-up
- Review and issue weekly management reports of all business-related activity including outreach, initial contacts, field visits, business-related actions for WIOA Title I (i.e., enrollments, completions, etc.), and any pending items

Monthly actions of the Business Services Team include:

- Review and issue a monthly report on all business-related efforts and transactions with special emphasis on WIOA Title I program-related activity starts (OJT, IWT, CT, etc.), status of all active accounts, completions, and general program outcomes

Quarterly actions of the Business Services Team include:

- Publish and submit the quarterly Business Services Report to the State with all required details
- Monitor program budgets and staffing capacity and adjust them as necessary to maintain targeted HRWC responsiveness to business

End of the program year actions of the Business Services Team includes:

- Review the year's actual business services activity in relation to goals and budgets to make needed adjustments and informed projections for the upcoming program year

iv. The development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships.

The HRWC's staff will be responsible for the development of guidelines for the local implementation of the various forms of On-the-Job Training (OJT) to include registered apprenticeships. The identification and cultivation of private sector partners who may be interested and capable of benefitting from such work-based training will be the responsibility of the Business Services Team.

v. The setting of standards and metrics for operational delivery.

The setting of standards for quality control and compliance purposes, as well as the formulation of numerical goals or metrics to ascertain program progress toward the achievement of local board/state negotiated performance benchmarks, will be the responsibility of the HRWC's staff and leadership, including the Board and its assigned committees, as appropriate.

vi. Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system.

Responsibility for the alignment of monetary and other resources to support the workforce development system will be shared by the HRWC and the One-Stop Operator. The goal of this effort will be to ensure that adequate resources are available to support the One-Stop service delivery system and such other activities undertaken by the Board that are beyond the scope of the WIOA Legislation. To date, and as noted in section vii below, the HRWC has an established track record of securing and aligning additional resources to support the local workforce development system.

vii. The generation of new sources of funding to support workforce development in the region. The HRWC is committed to pursuing new sources of funding to support workforce development in the local area and broader region. Over the years, the Board has achieved considerable success in winning other DOL/ETA-funded awards (H-1B Grants, NEGs, and Secretary's Discretionary Grants). Likewise, HRWC has achieved success in securing grant awards from various foundations and other local public and private sources. Such efforts have been undertaken both independently by the Board and jointly with other neighboring local Boards (e.g., the Crater LWDA, & the Capital LWDA).

Section 3: Local Area Partnerships and Investment Strategies

Please try to answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Provide a description of the workforce development system in the local area that identifies:

- The programs that are included in that system
- How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- How the local board coordinates and interacts with Chief Elected Officials (CEO)
- [WIOA Sec. 108(b)(2)]

Programs:

The Hampton Roads workforce development system includes both the core and non-core partner programs that were identified in the Commonwealth of Virginia's Combined State Plan (CSP).

Core Partner Programs include the following:

- WIOA Title I Adult, Dislocated Worker, Youth, Rapid Response, Job Corp, and Youthbuild
- WIOA Title II Adult Education and Literacy
- WIOA Title III Wagner-Peyser (VEC) to include DOL Vets

- WIOA Title IV Department of Aging & Rehabilitative Services and Department for the Blind and Visually Impaired

Non-Core Partner Programs include the following:

- Trade Adjustment Assistance
- Unemployment Insurance
- VA Department of Veteran Services
- Secondary Perkins Programs
- Post-Secondary Perkins Programs
- Departments of Social Services, SNAP E&T Programs & VIEW
- Department of Labor & Industry Registered Apprenticeships

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

Virginia's Community College System

- Camp Community College
- Tidewater Community College
- Virginia Peninsula Community College
- Rappahannock Community College

The Virginia Department of Education

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

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

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

The Virginia Employment Commission (VEC)

The VEC administers Title III of WIOA. VEC is a co-located partner in the One-Stop Centers and provides the following services:

- ***Employment Service (ES).*** The Employment Service (or Job Service) provides job search assistance and recruiting and referral services to employers. Services available to workers include job referral and placement, referral to training and job search activities.

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

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

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

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

Department of Labor and Industry

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

- ***Registered Apprenticeship.*** DOLI provides workers with job training opportunities for lifelong skills and helps employers meet their needs for highly skilled workers through a proven, cost-effective

system of registered apprenticeship. The agency helps employers develop training programs and recruit qualified apprentices. Employers provide on-the-job training, and participants spend 4-6 hours per week in related classroom instruction, as applicable.

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

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

Department of Social Services

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

Staff representatives from core and other workforce development programs including both secondary and post-secondary educational programs of study authorized and funded under the Perkins Career and

Technical Education (CTE) Act of 2006, will be invited to serve on one or more of the HRWC's various committees as may be appropriate to their areas of interest and authorizing legislation.

The HRWC coordinates with the Chief Elected Officials (CEOs) first, by the agreements reached in the HRWC-CEO Agreement. Second, each locality appoints a CEO to serve on the Hampton Roads Workforce Council to carry out the responsibilities assigned to the CEO Consortium. Finally, the Mayor of Virginia Beach serves as the designated, lead CEO for the Consortium. The President and CEO of HRWC communicates regularly with the CEO through one-on-one and group meetings, memos and emails.

3.2 Describe strategies and services that will be used in the local area to:

- Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs
- Support a local workforce development system that meets the needs of businesses in the local area
- Better coordinate workforce development programs and economic development
- Strengthen linkages between the One-Stop delivery system and unemployment insurance programs

These strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.

The local board generally serves as the "regional convener" and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No.13-01 Business Service Requirements for Local Workforce Investment Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers and presents required actions by the LWDA regarding the implementation of business services to enhance the business customer's outcomes and satisfaction with the workforce system through Business Services Teams.

[WIOA Sec. 108(b)(4), Code of Virginia 2.2. Chapter 24 Section 2.2-2472.1]

i. Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs

The HRWC tasks the Business Services Team with providing information and resources to local businesses, including small employers and employers in in-demand sectors and occupations, to assist them in finding the talent they need. Services provided to employers include:

- Recruitment & Placement
- Customized Occupational Skills Training
- On-the-Job Training Subsidies
- Rapid Response Services
- Incumbent Worker Training
- Federal Bonding Information
- Employer/Industry Specific Hiring Events
- Labor Market Information (LMI) & Workforce Planning
- Post Job Openings
- On-site Space for Employer Interviews
- Industrial and Organizational Needs Assessments

Additional information on the Business Services Team is provided in section 3.9. In addition, the HRWC is partnering with the local incubators, Small Business Development Center, and Angel Funding sources along with Economic Development partners and all local chambers to promote business expansion in the region.

ii. Support a local workforce development system that meets the needs of businesses in the local area.

The HRWC has historically taken a multi-faceted, broad-based approach to meet the needs of local businesses that go beyond the scope of federal workforce legislation. As one example, Board and staff

are fully engaged in partnerships with all local Career & Technical Education Directors to re-evaluate and update pipelines for youth training, mentoring, work experiences, and awareness activities in the community.

iii. Better coordinate workforce development programs and economic development.

Our Local HRWC office is co-located with one major jurisdictional economic development department and the Board is also represented on the board of the Hampton Roads Economic Development Alliance, who is also co-located in the Board's office space. During the year, outreach efforts will be undertaken to engage the newly formed economic development entities serving the Historic Triangle Jurisdictions (The Greater Williamsburg Partnership) and the Middle Peninsula Jurisdictions (The Middle Peninsula Economic Development Resource Organization).

iv. Strengthen linkages between the One-Stop delivery system and unemployment insurance programs

The Local HRWC has two comprehensive One-Stops that include a Resource Center staffed by partners from WIOA Title I, the VEC, AARP/SCSEP, Virginia Peninsula Community College, and other partner agencies. The VEC's Reemployment Services and Eligibility Assessment (RESEA) Program utilizes the center to provide Unemployment Insurance Recipients with access to basic career services. OJT program flyers are also posted in the resource center and all front staff share this information with interested career seekers prior to referral to the WIOA orientation and to the Business Services Director. Additionally, the Business Services Team regularly promotes work-based training solutions to business leaders and other stakeholders through various outreach activities.

HRWC has been designated the regional convener for the area and as such, has developed a local plan for employer engagement, per VBWD Policy No. 403-01 Change 1 Business Service Requirements for

Local Workforce Investment Areas. The HRWC and its partners support employer needs by undertaking the following strategies:

Access: Encourage more employers across business size and industry sectors, to engage with the workforce system to meet their respective short- and long-term needs.

Alignment: Align members of the HRWC Business Services Team and all partners to ensure that employers are being served by the American Job Center brand and that services are organized and synchronized.

Accountability: Improve services by measuring effectiveness and responsiveness to employers, and monitoring and integrating the information provided by the selected contact management system and other tools with matching functions to link employers and job candidates for the timely filling of positions. ***Growth:*** Continuously improve services by developing a consistent protocol to learn from and respond to business needs in a real-time feedback loop that includes performance outcomes and employer surveys.

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

Key components for alignment and integration include:

- Industry-led partnerships
- Career pathways
- Single point of contact
- Common metrics

To better serve businesses and employers in the region, one goal of the HRWC Business Services Team is to lead stakeholders in the creation and implementation of a common regional workforce development

strategy that has tangible employment and economic growth results. To accomplish this, all partners are working on the following objectives:

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

- 3.3 Describe how the local board will coordinate workforce investment activities conducted in the local area with economic development activities conducted in the region in which the local area is located (or planning region) and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

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

The HRWC supports all area Chamber of Commerce entrepreneurial and microenterprise events and has close working relationships with the area's Small Business Development Center (SBDC), and local Business Incubator efforts and provides support and partnerships to other allied activities and efforts engaged in complimentary efforts.

The HRWC convenes regular meetings with economic development entities through:

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

- Serves on the Advisory Committee of the VWDB and Hampton University's Department of Education funded Virginia Workforce Innovation Entrepreneurship Center.

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

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

3.4 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

Staff representatives from core and other workforce development programs including both secondary and post-secondary educational programs of study authorized and funded under the Perkins Career and Technical Education (CTE) Act of 2006, will be invited to serve on one or more of the HRWC's various committees as may be appropriate to their areas of interest and authorizing legislation.

The Board's contracts with its youth service providers also place responsibility for the coordination of WIOA-funded youth training and supportive services with other relevant secondary and post-secondary educational and human services programs within the local area.

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

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

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

- The integration of shorter-term, modular training models that use work as the central context for learning.

- The integration of "bridge" education, such as Adult Education, as part of (rather than a prerequisite to) technical training; the incorporation of stackable credentials that get earned relatively quickly to incrementally increase workers' labor market competitiveness.
- The provision of supportive services at critical education and work transition points.

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

Employers have emphasized the value, and return, of employer-driven, work-based training models. While not discounting the need for classroom-based training, businesses need workers who are well-versed in both the culture and competency expectations of their workplaces and feel that classroom training alone does not necessarily prepare students to be effective employees. The HRWC will consider opportunities to enhance investments in employer-driven, work-based training for both youth and adults, including work experience, internships, on-the-job training, incumbent worker training, customized training, and Registered Apprenticeships. Doing so may have a significant impact on other themes mentioned in this plan, such as the need to expand youth career exploration, reduce worker turnover, and improve soft skills development. It is important to note that expanding work-based training opportunities will require that employers in the region put "skin in the game" and offer training sites and training mentors.

Collaboration with Adult Education and Literacy

Within the region, Adult Education is an active partner. Currently, the Adult Education Consortium is onsite at the VCW-Norfolk Center for a total of 20 hours a week. In addition, the Norfolk Public

Schools conducts GED classes 4 half-days each week. The HRWC and the partners are currently exploring how to increase GED, ABE, and ESL services onsite within the comprehensive One-Stop Center. The HRWC will explore how the Center can be more welcoming and supportive of the needs of the English language learner. Revision and expansion of services could include expanded hours.

Strategies to expand adult education services include:

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

HRWC collaborates with the secondary and post-secondary education providers in the region to coordinate strategies, enhance services, and avoid duplication of services. Representatives for various postsecondary institutions serve on the HRWC Board and standing committees and provide input regarding opportunities and services to avoid duplication of services. Postsecondary representatives serve on the Business Services Team and assist with workforce solutions for employer needs. Secondary and postsecondary educational institutions coordinate business outreach and business services with HRWC to avoid duplication and put forth a robust menu of service options. Postsecondary training programs are included on the Eligible Training Providers List and are offered by a number of community colleges and public and private four-year institutions in the region. Secondary education representatives provide input regarding in-school youth, out-of-school youth, and adult occupational

skills training services, which is orchestrated in an unduplicated manner. The local providers of the Perkins Act are required One-Stop partners and signatories to the VCW One-Stop Center MOU.

Review of Title II Applications

WIOA requires that the Adult Education and Literacy program under Title II of WIOA submit its application to the HRWC for approval prior to submission to the state. Submission of the application is required to ensure that the Title II program is consistent with the overall workforce strategy and vision for the region.

As specified in the Adult Education 2020-2023 Competitive Grant Application Package, the HRWC followed the following timeline:

Applications and evaluation rubrics were sent to HRWC by March 25, 2020; HRWC returned rubrics to VDOE by April 15, 2020.

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

- Application was submitted to the HRWC Business and Workforce Services Committee.
- If required, the Committee asked the ABE representative to make a presentation to review the application.
- Once the application was final, the Committee approved it and submitted it to the HRWC for approval.
- The HRWC certified that it had approved the application to VDOE.

3.5 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

The HRWC has had a long and productive working relationship with the Community Colleges in Hampton Roads. Presidents of Virginia Peninsula, Tidewater, and Camp Community colleges are voting members of the Board. The Vice-Presidents for Workforce Services serves as a member of the Board's One-Stop Operator Team and works closely as a member of that team with the Board's competitively procured One-Stop Operator. Given these roles, the Board collaborates with the local community college both in the formulation of plans and policies as well as in the delivery of Adult and Dislocated Worker services. Additionally, the three community colleges mentioned above, as well as Rappahannock Community College, are HRWC Eligible Training Providers.

Additionally, workforce system participants can access many college and university programs. Workforce partners and One-Stop staff have extensive experience working with four-year institutions to help provide opportunities for individuals to gain credentials or degrees beyond those offered by the K12 system, community colleges, and technical schools. The list of schools includes:

Independent / Private

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

Public

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

- Virginia Tech Hampton Roads Center (Virginia Beach)

Community Colleges

- Virginia Peninsula Community College (Hampton, Williamsburg)
- Rappahannock Community College, Glenns Campus (Gloucester County)
- Tidewater Community College (Virginia Beach, Norfolk, Chesapeake, Portsmouth)
- Camp Community College (Suffolk, Franklin, Smithfield)

Technical / Trade / Proprietary

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

3.6 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate support services in the local area. [WIOA Sec. 108(b)(11)]

The HRWC recognizes the critical but separate roles that both Supportive Services and Incentives/Bonuses may play in support of an enrolled customer's program participation and success. However, because of limited federal funding and the HRWC's interest in directing as much funding as possible to serving the direct training needs of eligible customers, the HRWC must carefully restrict and manage the availability and award of any incentives or support services being made available to qualifying program participants.

Consequently, the award of any WIOA Incentive/Bonus payments must be governed by written program-wide policies approved in advance by the Council before any program-wide implementation or payment authorization. Incentive/Bonus policies and procedures must be program specific (i.e., Adult, DW, In-School Youth or Out-of-School Youth) and available to any program participant meeting the previously defined requirements for incentive award qualification.

Unlike Incentives and Bonuses which are program/grant based, general access to Supportive Services is individually based. Given the unique needs and special circumstances that may accompany any single individual's WIOA program participation, individual access to Supportive Services is available to all eligible and enrolled WIOA participants, including youth during the follow-up period, but must be reviewed and considered on a case-by-case basis against the broad general framework of program funding, program guidelines and other funding limitations as further defined below. Furthermore, no participant should be denied equal access to the same level of consideration for Supportive Services needs as anyone else who has access to and/or receives such services within any respective WIOA program and funding stream. All Program Operators and assigned Career Planners are responsible for ensuring fair treatment and handling of this critical program/participant responsibility.

The HRWC does provide Supportive Services for eligible and enrolled WIOA participants. HRWC recognized the need for participants to gain seamless access to support services. A formal policy was developed and approval by the HRWC that allocates some WIOA funds for these services. WIOA funded Supportive Services can only be authorized when these same needed services are not reasonably available to the participant through any other personal and/or other community program arrangements. Any assigned staff making the request on behalf of a participant is responsible for reviewing and documenting the unavailability of any other suitable arrangements before any WIOA funds are utilized.

Supportive Services are available to participants only during the active enrollment period. In addition, Supportive Services are also available to youth during the twelve (12) month follow-up period. This includes essential Supportive Services necessary for allowing employed participants or students enrolled in WIOA-credited advanced training programs, to continue in (or avoid dropping out of) those programs.

The assigned Career Planner must thoroughly assess the participant's needs for Supportive Services, document the results of the assessment, and document the provision of such services through vendor receipts, invoices, vouchers, etc. All supportive service activity must be accurately documented in the VaWC (including case notes, uploading documentation, establishment of supportive service activity codes, etc.). Each supportive service event must be separately addressed and documented appropriately in VaWC. Additionally, the participant and Career Planner must discuss how the participant will support the expense for supportive service issues once the initial and/or temporary assistance under this project has been provided to the participant.

The Career Planner must document the efforts to contact and coordinate with the available partners and, if applicable, the inability of such partners to provide the needed supportive services.

3.7 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

HRWC prides itself on the absence of duplication of services as it has a close and productive partnership with its Wagner-Peyser VEC staff. Monthly partner meetings coordinated calendars of workshops and shared staffing of the One-Stop Centers are just a few examples of the strategies in place that maximize the delivery of a wide range of services through the One-Stop system. A coordinated reception area in each One-Stop Center ensures seamless delivery of services to all clients and communication among

partners such as VEC. It also helps reduce duplication of services, maximizes resources available, and ensures streamlined services to customers. As discussed elsewhere in this Plan, all customers entering the One-Stop center or affiliate sites are co-enrolled in WIOA and Wagner-Peyser services. Co-enrollment permits staff from each program to access information on customers, avoid duplicative services, and leverage resources between programs.

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

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

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

3.8 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

HRWC Education Program Staff work directly with Career Planners and Career Advisers with regard to WIOA orientations or services to obtain a GED or NEDP for Career Center visitors who identify as basic skills deficient. WIOA Career Planners and Adult Ed partners maintain communication on co-case managed participants. The local HRWC funds both the GED and the NEDP training options outside of and beyond the traditional cap for occupational skills training. It should be noted that as part of the planning process all Board partnering agencies were invited to provide input to the development of the strategic plan.

As per recent guidance provided by the Department of Labor's Employment and Training Administration, the HRWC Business and Workforce Services Committee will review all local applications for funding submitted under WIOA Title II, consistent with WIOA Sections 107 (d) (11) (A) and (B) (i) and Section 232. The committee will decide as to whether the application is aligned with the local board's strategic plan and advise the HRWC Executive Committee of its decision. The Executive Committee will act on this determination and make recommendations as may be appropriate to the proper state agency overseeing this action.

Within the region, Adult Education is an active partner. Currently, the Adult Education Consortium is onsite at the VCW-Norfolk Center for a total of 20 hours a week. In addition, the Norfolk Public Schools conduct GED classes in 4 half-days each week. Likewise, the Peninsula Regional Education Program (PREP) is a very active partner and robust provider and contributor to all workforce efforts throughout the lower Peninsula. In Gloucester, the Middle Peninsula RACE serves as the Adult Ed provider and works closely with all One-Stop efforts in the community. The HRWC and the partners are currently exploring how to increase GED, ABE, and ESL services onsite within the comprehensive One-Stop Center. The HRWC will explore how the Center can be more welcoming and supportive of

the needs of the English language learner. Revision and expansion of services could include expanded hours.

Strategies identified to expand adult education services include:

- Actively apply for Race to GED grants to increase the capacity of GED classes
- Streamline curriculum and promote integrated curriculum of literacy instruction with workforce readiness competencies
- Partner with local businesses to provide adult education, ESL and literacy training to incumbent workers at the employer's site when appropriate
- Partner with Military Bases to expand access to ABE services
- Co-enroll, when appropriate, so an individual may receive ABE and GED services concurrently with work readiness activities

As stated in section 3.4, WIOA requires that the Adult Education and Literacy program under Title II of WIOA submit their application to the HRWC for approval prior to submission to the state.

3.9 Describe how the local plan shall:

- Specify the policies and protocols to be followed by all the region's workforce development entities when engaging the region's employers
- Address how the region's workforce entities will involve employers in the formation of new workforce development activities
- Identify what activities will be undertaken to address employers' specific workforce needs

The Business Services Team, which encompasses the individual and collective efforts of many local agencies and partnerships, understands and accepts the inherent business proposition and value of serving the business customer as part of its broader local workforce development mission. Furthermore, the HRWC supports the State Council's interest in establishing some fairly broad but uniform systemwide expectations and guidance to assist with the local implementation and delivery of business services across the state, while respecting each area's autonomy and local uniqueness.

To facilitate clear understanding and ensure proper alignment between the objectives of VBWD Policy 403-01, Change 1 Business Services Requirements and the HRWC's current business services efforts, the HRWC has adopted a strategy of utilizing the same framework as presented under the original state policy to organize and articulate the HRWC's local efforts and response to the state policy. As such, annotated local responses will be conveniently located and itemized under each of the policy's major expectations or directives as they sequentially appear. Each of the HRWC's embedded responses will be clearly highlighted and distinguished from the original text by special, blue-colored font and italics. This annotated policy, from this point forward, will be referred to as the "Business Services Team Annotated State Policy 403-01, Change 1 Local Agreement."

Since this annotated policy will essentially become the local HRWC's policy statement regarding the provision of business services, per state policy, the locally amended document will serve as a "turnaround agreement" for local partners to express and indicate their understanding and agreement with the HRWC's system-wide response to this state policy.

Each partner agency will have the prerogative of adding to any of the individually itemized sections of the Policy any additional comment or elaboration as may be necessary to clarify their individual partner role, understanding, and agreement.

As events may dictate, the Business Services Team Annotated State Policy 403-01, Change 1, Local Agreement will be updated, modified, and re-executed with each participating agency as necessary, especially given the transition and merger.

The current list of Business Services Team participating agencies includes:

- AARP Foundation/SCSEP

- Department for Aging and Rehabilitative Services
- Department for the Blind and Vision Impaired
- Department of Human Services
- Hampton Roads Small Business Center
- New Horizons Regional Education Centers
- Hampton Roads Regional Adult Education Programs
- Southeast Virginia (SEVA) Rapid Response
- Community College, Workforce Development Divisions
- Virginia Dept. of Behavioral Health and Development Services
- Virginia Employment Commission

In terms of involving employers in the formation of new workforce development initiatives, the HRWC is pursuing a thoughtful progression of strategies leading to a focus on real demand for actual jobs in the labor market rather than an overreliance on job market forecasts. Through the efforts of the Business Services Team a demand-driven approach to workforce development has emerged where the employer is served as the primary customer of the system and the primary source of information is actual employment demand and related job characteristics. A primary example of this approach has been the work that was recently undertaken by the HRWC in responding to the needs of the region's ship building and ship repair yards.

The HRWC and its Business Services Team will continue to engage with local business partners to identify unique and effective methods for worker recruitment, retention, and upskilling. Previous activities of this nature have involved trade-specific recruitment events (i.e., Construction and Regional

Healthcare), Registered Apprenticeship Open House, a three HRWC (LWDAs 13, 14, & 16) U.S. DOL Regional Office of Federal Contract Compliance Programs Speed Networking event for federal contractors, and an annual Transition on the Go/Military Workforce Recruitment event.

In addition to offering a broad array of business support services, some of the more notable major business support activities include:

Veteran Employment Services

The Business Services Team and One-Stop System are committed to assisting transitioning military, National Guard, and Reserve Component Members and veterans to successfully transition into the local civilian workforce. Several activities (organizing and posting job fairs, and other related events) are provided for employers to assist them in finding a veteran that can meet their needs.

To support this initiative a broad network has been established to link local area military installations and advocacy groups with the region's workforce development system.

HRWC operates two Hampton Roads Veterans Employment Centers. One is located in Norfolk, and one is in Newport News, as extensions of the One-Stop system. These centers provide comprehensive workforce services to military veterans and spouses.

Work Opportunity Tax Credit (WOTC)

Information on WOTC and other related business incentives is provided to employers to help promote the hiring of individuals within certain targeted groups who experience high rates of unemployment due to a variety of barriers.

On-the-Job Training (OJT)

OJT opportunities are available to eligible businesses through both WIOA and the Trade Act Program. This resource provides reimbursement to employers that hire and train workers eligible for assistance under either of these programs.

Incumbent Worker Training (IWT) and Customized Training (CT)

Specialized training support is available to assist business with skilling up their workforce both from the perspective of targeted recruitment of new hires and with the retention and lay-off aversion of incumbent workers.

Additionally, the HRWC works to foster an entrepreneurial agenda within the region that utilizes multiple support structures to help new businesses get started and new business owners get off the ground. Partners in this endeavor include the local Economic Development offices and Chambers of Commerce, the Small Business Development Center of Hampton Roads, and the James City County Business and Technology Incubator, to name just a few. In addition, the Board Staff plans to facilitate mentorship opportunities with local business leaders who may be willing to assist a new entrepreneur in a mentor relationship.

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

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

The *mission of HRWC's Business Services Team* is to serve as the regional leader of workforce development, ensuring the strategic alignment of efforts that facilitate meaningful employment and economic growth in Hampton Roads, while excelling at the delivery of business, workforce, and youth-funded services. Based on best practice research, the HRWC has identified the key elements of an integrated system to deliver business services.

The Business Service Team is continuously working toward building and enhancing these key elements:

- A client relationship management system
- Protocols for how to interact with the business customer to provide consistency
- Coordinated business development across vendors and core partners
- Strategies to communicate services offered throughout the entire system
- Collection of business customer satisfaction data

Services Provided by Business Services Team

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

- **Talent Development and Retention Services** including assessments and skill gap analysis, assessment of job applicants for the Career Readiness Certificate (CRC), assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations, and incumbent worker training for layoff aversion.
- **Consultation, Planning, and Growth Services** including labor market research, training curriculum analysis, and validation, general consulting services for operational improvements, tax, and financial incentive services, industrial and organizational needs assessments, and information on and referral to business start-ups, retention, and expansion services.
- **Recruitment, Screening, and Placement Services** including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, and employing industry-specific hiring events which often include prescreening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Business Services Team Policies and Procedures

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

Response time to an initial inquiry from a business customer is one (1) business day

Response time to a request for services by a business customer is two (2) to three (3) business days.

The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested

The HRWC Business Services Team conducts ongoing activities on behalf of the system to disseminate information regarding available services to business customers and to facilitate access to such services

in an expeditious manner. Information may be provided through formal group presentations or on an individual basis, as applicable and appropriate.

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

Continuous Improvement of Business Services Provided

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

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

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

- Create a common web portal or one-call number for businesses to be able to access all the services available to them
- Create ways to better communicate with businesses as a system to learn current and projected workforce needs.
- Establish a common language among partners to communicate with one voice to businesses when describing what the system does and how the system does it.
- Develop focused questions to ask businesses about their needs.
- Establish a partnership with economic development to interface with businesses and gather intel on their ongoing business interactions.
- Focus on increasing small business development activities.
- Align workforce development efforts with industry clusters across the region.

An additional area of opportunity identified during the SWOT analysis was to promote entrepreneurship.

As such, the following strategies will be incorporated into the HRWC's strategic planning process:

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

The Business Services Team periodically reviews feedback regarding the value of services received by business customers and their overall experience as part of an ongoing process to support the continuous improvement of the HRWC Business Services Team efforts. Feedback is also obtained informally through discussions with individual business customers and through a more formal business customer

satisfaction survey instrument. In addition, information regarding the delivery of business services through the Business Services Team is provided to the HRWC Business and Workforce Services Committee.

Employer Engagement

HRWC has been designated the regional convener for the area and as such, has developed a local plan for employer engagement, per VBWD Policy No. 403-01, Change 1, Business Service Requirements. The HRWC and its partners, through HRWC support employer, needs by undertaking the following strategies:

Access: Encourage more employers, across business size and industry sectors, to engage with the workforce system to meet their respective short- and long-term needs.

Alignment: Align members of the HRWC Business Services Team and all partners to ensure that employers are being served by the American Job Center brand and that services are organized and synchronized.

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

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

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

Key components for alignment and integration include:

- Industry-led partnerships
- Career pathways
- Single point of contact
- Common metrics

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

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

3.10 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Consistent with federal and state requirements, the HRWC adheres to all priority of service mandates and expectations. All criteria are designed to be objective, uniform, and consistently applied by all staff personnel at any of the One-Stop offices within each respective program group. Documentation of all service decisions made under these local criteria is scrupulously maintained in each participant's file. The HRWC will ensure that a substantial percentage of participants in the WIOA Adult program meet

the definitions for low-income, public assistance, and/or basic skills deficiency and that they can access the WIOA system on a priority basis. Priority to targeted populations will be given in the following order for training services under WIOA Adult funding as seen in the table below. Priority of Service First Priority Veterans and eligible spouses who are also low-income, recipients of public assistance, and/or basic skills deficient. Second Priority Individuals who are not veterans or eligible spouses but meet the criteria to be considered a target population. Third Priority Veterans and eligible spouses who did not meet "first priority" conditions. Fourth Priority Individuals who are not veterans and do not meet criteria to be considered a target population.

Section 4: Program Design and Evaluation

Please try to answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities conducting core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The HRWC promotes all WIOA services and employment opportunities with community and mandated partners on a regular basis inside the Career Resource Center, and throughout the community sites, with partner meetings, workshops, and co-case management of participants.

VA DARS and DBVI partners are in the One-Stop on a regular basis as well as fully engaged in community outreach and service delivery. DARS has an onsite presence in the One-Stop Centers and all partners access DARS services and resources by facilitating referrals of customers with disabilities. Working through its WIOA service providers, the HRWC has promoted enhanced collaboration with Basic Education, Vocational Rehabilitation, and Military Transition programs through the Department of Defense, the Virginia Department of Social Services, Redevelopment and Housing Authorities along with other agencies that target services to those most in need. Leveraging resources with each of these organizations has allowed and will continue to allow the HRWC to expand services to those with barriers.

The Local Re-entry council facilitates monthly (Returning Citizens) “New Beginnings” workshops on the Peninsula. Veteran Services representatives (Vet Reps) are currently on site in the One-Stop Centers. Veterans receive priority on job openings listed in the Virginia Workforce Connection for a period of 24 hours before the general public. In addition, the Vet Reps participate in meetings with the integrated service delivery staff and the HRWC. The VEC Veterans Representatives support all military and

spouse services as well as the Transition on the Go and Military Workforce Recruitment events four times a year. The Business Services Team shares information about job openings and makes appropriate customer referrals.

The HRWC also has an extremely robust relationship with their AARP Foundation/SCSEP partners, Job Corps and YouthBuild partners. Additionally, through its One-Stop Center, they actively support local SNAP E&T programs and co-enroll numerous Social Services participants from the local SS/Human services partners. The One-Stop Centers also offer intensive Soft-Skills (Work readiness) workshops for all WIOA participants.

Self-service access is also provided to all job seekers and employers. Services may be accessed from computer workstations at the comprehensive One-Stop Centers and personal desktop computers through the internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed materials, which are also available at the centers. Services are currently integrated between the HRWC and the Wagner-Peyser partner (the Virginia Employment Commission) either wholly or partially at the One-Stop Centers. Staff are not identified by employer or agency but rather as One-Stop Center employees and deliver services by function. The partners are moving toward a formal functional approach that defines three core functions under which all partner staff will organize. The three functions will include Talent Engagement, Talent Development, and Talent Employment Service units. All basic career service recipients in the One-Stop Centers are co-enrolled in Wagner-Peyser and WIOA. There will be an increased emphasis in all HRWC service provider contracts beginning in 2017 on industry-recognized credentials and measurable skill gains that enhance movement along established career pathways.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. [WIOA Sec. 108(b)(3)]

Career Pathways is a continuously evolving strategy that has been locally embraced to support workforce transitions from education into and throughout chosen careers. Pathways are designed to provide a structured approach, at various entry points, into a wide range of career fields and related industry employment opportunities while affording career advancement and training progression opportunities. This integrated array of programs and services develops academic, technical and work skills, provides on-going education and training, and places workers in high-demand, high-opportunity jobs. With the rapid advances in technologies and processes, businesses need workers who come prepared with the knowledge and skills necessary to successfully compete in today's high-performance workplace.

These pathways are a critical component of HRWC's strategy in meeting and supporting the region's current and emerging workforce needs. To identify the demand for highly skilled workers within LWDA #14, the competencies and training needed, the available workforce, and the skill gaps, HRWC periodically partners with a number of stakeholders (including higher education, post-secondary education, and industry partners) to conduct a regional labor market review and needs assessment, as well as an analysis of industry needs and trending occupational issues impacting the economy.

These collaborative research efforts are usually performed by industry leaders in labor market surveys and analytics, resulting in the publication of a regional report. This report is used to highlight and inform all stakeholders involved in workforce development, both on the supply (talent) side as well as the demand side. The data and analyses are used by the Board and all of its operating divisions to assess and recalibrate all Board training initiatives, as well as the activities of other partners and stakeholders,

to better align training opportunities and all related career pathway opportunities within the matrix of the regional economy.

The resulting integrated array of programs and services develops academic, technical and work skills, provides ongoing education and training, and places workers in high-demand, high-opportunity jobs. With the rapid advances in technologies and processes, employers need workers who come prepared with the knowledge and skills necessary to successfully compete in today's high-performance workplace.

Developed in partnership with secondary schools, community colleges, economic development agencies, employers, labor groups, and community-based organizations, Career Pathways assist workers in learning about career ladders and lattices to progress into and through a career in both vertical movements within a job and lateral movement between related jobs. This information shows prospective workers their career potential beyond entry-level positions within an industry, helps focus workforce development endeavors, demonstrates the inter-connectedness of careers, and informs workers of the education, training, and skill development required to accomplish their career objectives.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiency and use of resources. [WIOA Sec. 108(b)(3)]

The HRWC has been moving toward total integration and alignment of services since the inception of the former WIA. It is using the implementation of WIOA to catalyze incremental progress each year. The HRWC and the partners have identified five (5) key collaborative strategies that are discussed in detail in various sections of this plan. These are either currently being executed with improvement strategies in place or they will be implemented as part of this plan.

Cross Training. The partners currently participate in training about how to access each other's services. A more formal joint training plan is in development to include career coaching competencies and how career coaches should utilize LMI.

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

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

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

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

These strategies will occur on a consistent basis within the workforce development system and will be codified in the VCW One-Stop Center MOU with partners.

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

4.4 Describe the one-stop delivery system in the local area, including:

A. The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers and job seekers. [WIOA Sec. 108(b)(6)(A)]

The HRWC subscribes to the strategy of continuous improvement in all aspects of the work that it and its staff undertake in the delivery of workforce development services. As applied to ensuring that eligible providers of services meet the employment needs of local employers and participants, continuous improvement is achieved by ensuring that the occupational skills training delivered by both public and private-proprietary schools, that have been approved for WIOA funding, are designed to prepare participants for in-demand, upwardly mobile, occupations. Such training must be based upon a "sector approach" that maximizes a participant's employment opportunities within a specific industry sector and utilizes a "Career Pathways" methodology, which results in the stackable industry-recognized credentials that attest to the participant's work readiness.

Continuous improvement in this regard is achieved by careful analysis of LMI data to identify growth occupations, the review of training provider curriculum by staff, educators, and industry experts to ensure that it meets the current and anticipated skill requirements of area employers, and through the proper certification of service provider credentials by recognized state and national accreditation agencies attesting that the certificates and diplomas awarded by the providers meet appropriate educational standards and industry expectations.

Of course, the most important aspect of ensuring that service providers are meeting the needs of employers and participants involves monitoring performance and training outcomes to determine if local, state, and federal program goals are being achieved. Likewise, ascertaining employer and participant satisfaction with specific service providers through follow-up contacts with these individuals

provides staff with important information that can be used to determine the quality of the services being provided and if it does, indeed, meet expectations.

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

The HRWC Business Services Team collaborates with business-focused staff from each of the WIOA core partners as well as those from other partner agencies engaged in employer contact such as the Chambers of Commerce and Economic Development organizations in the region. All core partners have participated for several years with HRWC and in the partners' network. Many leaders of these partners are also members of the HRWC. These connections and partnerships are focused on the alignment of service strategies and on reducing duplication and confusion among employers and job seekers relative

to meeting workforce needs. All basic Career Service recipients in the HRWC One-Stop Centers are co-enrolled in Wagner-Peyser and WIOA. There will be an increased emphasis in all HRWC service provider contracts on industry-recognized credentials and measurable skill gains that enhance movement along established career pathways.

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

The current One-Stop Operator Leadership Team meets periodically to discuss policies, service levels, and service delivery issues to maintain a consistent level of quality within and between the centers. This integration results in streamlined services to customers and eliminates the confusion of which agency is providing a service, i.e., services are provided by the HRWC comprehensive One-Stop Centers, affiliate sites, and partners.

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

The HRWC is considering the implementation of a systemic continuous improvement certification process utilizing the Baldrige methodology. All partners and contractors will be required to submit a continuous improvement plan and community agencies providing support services are encouraged to

participate. As a community service, the HRWC will provide free workshops and technical assistance to enhance the capacity of all providers in delivering strong and coordinated services to all employers and job seekers. The HRWC is committed to using evidence-based practices and benchmarking to find opportunities to improve all processes, systems, and services. HRWC utilizes many sources to find nationally recognized practices, including resources provided by the National Association of Workforce Boards (NAWB) and the National Association of Workforce Development Professionals (NAWDP).

The HRWC used multiple platforms to manage performance measures since PY 2020 as well as additional internal systems and indicators of interim performance, including real-time placement and wage analysis from closure information from proprietary tracking systems provided by our contractors. Close communication with contractors and analysis of required monthly reports, based on clearly defined contractor performance standards, results in a discussion that leads to targeted improvements in service delivery strategy. Contractors are involved in strategic planning with HRWC staff for the entire workforce system.

B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, by technology and through other means. [WIOA Sec. 108(b)(6)(B)]

In addition to the Comprehensive One-Stop Center locations throughout the region, HRWC is proud to operate two Hampton Roads Veterans Employment Centers, one in Norfolk and one in Newport News. These centers deliver comprehensive workforce services to military veterans and spouses as part of the One-Stop system.

We also attend and present at regional correctional facilities to ensure that returning citizens are aware of workforce services available to them. At the comprehensive One-Stop, all new visitors are asked to complete a Self-Assessment form which guides the Career Advisers to quickly assess what services are

needed by each visitor. This Self-Assessment tool identifies the referral source, the level of education, and prior work history, and showcases the industry clusters for potential training. The Career Advisors also alert the visitors of the new VEC app that can be downloaded to any smartphone for career searches and job leads. HRWC revised the customer flow under WIOA to ensure that access to Career Services was timely and unencumbered for the customer. The new customer flow ensures that access to training services will be expedited for those eligible.

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

Services to job seekers include:

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

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

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs, and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

The HRWC One-Stop Centers and partners are required to provide reasonable accommodation for individuals with disabilities to ensure equal access and opportunity. HRWC and its partners comply with all provisions included in the Americans with Disabilities Act. The staff serves individuals with disabilities by ensuring accommodations are available as necessary to assist with employment and training needs. Within the centers, assistive technology is available for use, including American Disability Act-compliant computers in resource rooms and classrooms. In addition, an American Sign Language interpreter is provided at the comprehensive and affiliate centers, as needed. HRWC staff will work with partners to ensure alignment of staff development and will request that local DARS staff provide training and support to all core and required partner staff addressing the needs of individuals with disabilities.

All sites have been officially evaluated for accessibility and continue to provide access to facilities, services, and technologies to individuals with disabilities. Materials are provided to individuals who

self-disclose a need. Centers have TTY and other ADA equipment available. DARS has an onsite presence in the One-Stop Centers and facilitates referrals of customers with disabilities.

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

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

- Section 188 of the Workforce Innovation and Opportunity Act, prohibits discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation, or belief and requires that reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.
- Section 504 of the Rehabilitation Act prohibits discrimination against individuals with disabilities by recipients of Federal financial assistance.
- Title I of the Americans with Disabilities Act, which prohibits discrimination in employment based on disability.
- Title II of the Americans with Disabilities Act, which prohibits State and local governments from discriminating based on disability.
- Section 427 of the General Education Provisions Act, which requires recipients to ensure equitable access to, and participation in, certain programs run by the U.S. Department of Education.
- Virginia's Human Rights Act.

D. Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]

The One-Stop Operator will function in a coordination role working in cooperation with and in support of all the One-Stop Partner Agencies. This will entail providing day-to-day administration of all services delivered through the Hampton Roads One-Stop Service Delivery System. As authorized by the HRWC, the contracted operator will be responsible for organizing and delivering integrated access to all required customer services through shared partner solutions, in the role of convener.

As part of this arrangement, it should be noted that it is the intent of the HRWC to continue to employ its WIOA Title I Career Services Staff to deliver Adult and Dislocated Worker "Individualized Career and Follow Up Services" as a member partner of the One-Stop Operator Team. All of the mandatory WIOA One-Stop programs will be represented as part of the One-Stop Operator Leadership Team.

As described in the VCW One-Stop Center MOU and attendant Infrastructure Funding Agreement (IFA), partner agencies contribute to the shared funding, operation, and staffing of the One-Stop facilities. Additionally, shared staffing is utilized at any other part-time, itinerant satellite centers that may be operating at any given point in time.

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

1. HRWC:

- WIOA Adult Funding Stream, authorized under Title I of WIOA

- WIOA Dislocated Worker Funding Stream, authorized under Title I of WIOA • WIOA Youth Funding Stream, authorized under Title I of WIOA

2. Job Corps

• No Job Corps Center in the region at this time.

3. YouthBuild

- YouthBuild in Newport News is a new program that just started in the fall of 2020. Services will be coordinated with the One-Stop system as the program moves forward.

4. Native American Programs

• No grantee in the region at this time.

5. Migrant and Seasonal Farmworker Programs

• No grantee in the region at this time.

6. Virginia Employment Commission (VEC)

The Virginia Employment Commission (VEC) administers the Wagner-Peyser system in Virginia, which is authorized under Title III of WIOA. The Business Services Team (BST), of which the VEC is a member, provides employers with assistance in screening qualified applicants, assessing/testing applicants, and assistance with application processing. HRWC staff work side-by-side with Wagner Peyser VEC staff, and do not duplicate any Wagner-Peyser staff efforts.

7. Region 18, 20, and 21 Adult Education Consortium

• Adult Education and Literacy authorized under Title II of WIOA

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

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

9. AARP Foundation

• The Senior Community Service Employment Program (SCSEP) authorized under Title V of the Older Americans Act of 1965 and WIOA Title V Program

10. Tidewater Community College (TCC), Camp Community College, Virginia Peninsula Community College, and Rappahannock Community College

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

11. STOP, Inc.

• Employment and Training Activities conducted under the Community Service Block Grant

12. Local Public Housing Authorities

• Employment and Training Activities conducted under the Department of Housing and Urban Development (Local Public Housing Authorities)

13. Programs authorized under the Second Chance Act of 2007

• No grantee in the region at this time.

14. **Local Departments of Social Services**

- Temporary Assistance to Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)

All partners are signatories to the current VCW One-Stop Center MOU. As required by WIOA and the regulations, the MOU partners have committed to the following roles and responsibilities:

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

E. Describe how One-Stop Centers are implementing and transitioning to an integrated technology enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)] Any updates from COVID?

The One-Stop Centers have maximized the use of technology in a variety of ways described below. One key ongoing strategy is to ensure that all partners utilize the same technology systems for common case management and contact management for business services. The aim is to ensure that reporting and

recording information about businesses and job seekers is transparent, when and where appropriate, to ensure the customers' experience is truly as if they have utilized one system.

The following are being used for electronic sign in, contact management with business, case management, provision of labor market information and some service delivery.

VIRGINIA WORKFORCE CONNECTION (VAWC)

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

VIRGINIA WIZARD

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

LinkedIn, Facebook, and Twitter

Various social media sites are used to share information and communicate with participants, partners, and employers.

VETJOBS

HRWC uses VetJobs to reach transitioning military, National Guard, and Reserve Component Members and their family members seeking job information and job services. See, www.VetJobs.com.

ONET

HRWC uses the O*Net portal to obtain and provide Labor Market Information (LMI) to participants. This site provides detailed information about occupations in demand, and occupations that use a specific tool or software include crosswalks from military to civilian occupations. ONET is a primary source of occupational information for the One-Stop Centers. See, https://www.onetonline.org/.

DEPARTMENT OF AGING AND REHABILITATIVE SERVICES (DARS)

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

VIDEO TELECONFERENCE EQUIPMENT

Video teleconferencing equipment is maintained at the comprehensive One-Stop Center in the training room.

The HRWC's American Job Center network is always interested in improving customer service and its local service delivery model. The HRWC intends to explore expanding access to services through additional, innovative means, such as using technology.

Technological access options currently under consideration include a video orientation to WIOA services within the centers will be accessible on the HRWC's websites. Additional uses of technology may include automating the process for participant feedback and evaluation along with surveys to training providers, businesses, and hiring employers. All core system partners will continue

to explore the feasibility of adopting increasing levels of available technological solutions for enhancing our level of outreach, services, and effectiveness in the future.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners.

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

1. HRWC:

HRWC provides service delivery and fiscal management of the daily operations of the One-Stop System. Specific services include:

- Delivery of WIOA Title I individualized and follow-up career services under a waiver from the Governor through HRWC staff
- Facilitation of WIOA-funded training services for eligible customers
- VAWC registration and records maintenance
- Facilitation of the full array of One-Stop System business services for employers
- Facilitate specific employer and industry-specific hiring events
- Conduct outreach and recruitment activities for the One-Stop System
- Access to financial literacy services for customers
- Customer assessments and Individual Employment Plan (IEP) development and case management
- Customer referrals to other partners and community stakeholders, as appropriate
- Other services and activities stipulated in the LWDA #14 VCW One-Stop Center MOU.
- Communication of HRWC services and resources to the partners

- Serve on the Partner Leadership Team that is facilitated by the competitively procured One-Stop Operator

2. Job Corps

• No Job Corps Center in the region at this time.

12. **YouthBuild**

YouthBuild is a community-based pre-apprenticeship program that provides job training and educational opportunities for at-risk youth ages 16-24 who have previously dropped out of high school.

Youth learn vocational skills in construction, as well as in other in-demand industries that include health care, information technology, and hospitality. Youth also provide community service through the required construction or rehabilitation of affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the vocational training work site and the classroom, where they earn their high school diploma or equivalency degree, learn to be community leaders, and prepare for postsecondary training opportunities, including college, apprenticeships, and employment. YouthBuild includes significant support systems, such as mentoring, follow-up education, employment, and personal counseling services, and participation in community service and civic engagement. However, many other allowable and WIOA authorized activities and services are not available to the local YB program because of funding limitations or due to the narrowness of the local grant application's competitively awarded contract specifications.

On the Peninsula, the HRWC WIOA Youth program has partnered with the Newport News-based YouthBuild program to co-enroll participants who are in the process of finishing or have already completed the occupational specific portion of the YB training program but need other WIOA supports not authorized by the local Youth Build's funding award. The WIOA Title I Youth program is stepping

in to offer Work Readiness workshops that focus on soft skills training, resume writing, interview skills to include mock interviews and dress for success. Work experience will be offered to those participants that are ready to apply the skills learned through YB and experience the world of work with employers who have worksites related to their career pathway in the construction industry.

Additionally, WIOA Youth programs will offer supportive services to the participants who need driver's education, transportation assistance, as well as uniforms and tools needed to get a jump start towards full-time employment.

12. **Native American Programs**

• No grantee in the region at this time.

12. **Migrant and Seasonal Farmworker Programs**

• No grantee in the region at this time.

12. **Virginia Employment Commission (VEC)**

The Virginia Employment Commission (VEC) administers the Wagner-Peyser system in Virginia, which assists job seekers to find employment; assists employers in filling jobs; and to facilitate the match between job seekers and employers.

VEC offers the following services through the workforce development system:

- Employment Services authorized under the Wagner-Peyser Act
- State Unemployment Compensation
- Unemployment Insurance Programs Assistance for UI/UCX/UCFE/DUA/EB Claims
- Trade Adjustment Assistance under the Trade Act of 1974
- Trade Program that provides aid to workers who have experienced job loss due to international trade

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

12. **Region 18, 20, and 21 Adult Education Consortium**

Region 18, 20, and 21 Adult Education are critical partners to Virginia Career Works and the local One-Stop Career Centers. As such, they provide a broad array of services and support to customers needing any of their specialized services, which include:

- Basic skills assessment
- Adult Basic Education (ABE) classes-literacy and numeracy skill development

GED Preparation to include subject areas of Science, Social Studies, Math and Language Arts

National External Diploma Program (NEDP) preparation and instruction

- Remediation of basic academic skills for successful college acceptance
- Workforce preparation activities to include digital literacy and soft skills instruction
- English Language Acquisition (ELA) – reading, writing, speaking and listening in English, basic academic skills, basic life skills to include financial literacy, navigating government systems and accessing community/public resources
- Basic Microsoft Word
- On-Line job application assistance

12. **Virginia Department for Aging and Rehabilitative Services (DARS).**

The Virginia Department for Aging and Rehabilitation Services (DARS) provides the following services to LWDA #14:

- Vocational evaluation/counseling
- Career/post-secondary education planning
- Assistance with training and credentials
- Work readiness and support services
- Job development/coaching/job placement
- Eligibility determination for DARS services
- Receive customer referrals from other partners for DARS services
- Resource for the delivery of training to staff regarding disability issues and protocols

- Communication of DARS services and resources to the partners
- Serve on the Partner Leadership Team that is facilitated by the competitively procured One-Stop Operator

12. **AARP Foundation**

The AARP Foundation provides the following services to LWDA #14:

- Work experience placements for eligible customers
- Customer referrals to the One-Stop System for workshops, programs, and other services
- Eligibility determination for AARP Foundation funded services
- Receive customer referrals from the One-Stop System for AARP Foundation services
- Assist customers with career pathways and employment opportunities
- Communication of AARP Foundation services and resources to the partners
- Serve on the Partner Leadership Team that is facilitated by the competitively procured One-Stop Operator

10. **Tidewater Community College (TCC), Camp Community College, Virginia**

Peninsula Community College, and Rappahannock Community College

Community Colleges in LWDA #14 provide the following services:

- Coordination of Community College Employer Outreach and Business Services with the One-Stop System Business Services Team
- Development of training programs to meet the specific needs of employers
- Career and Technical Education Programs at the postsecondary level under the Carl D. Perkins Act

- Informational workshops to include industry recognized credentials and workforce training resources, funding options and access to such for customers
- Career coaching
- Assistance with navigating o*net, BLS, and the Virginia Wizard for career advising
- Basic career services at the Franklin Affiliate Center (Camp Community College)
- Customer referrals to and from the One-Stop System
  Assistance with training program curriculum plans for One-Stop System customers

  Access to the full array of other Community College resources and services to the One-Stop System partners
- Communication of Community College programs and services to the partners
- Serve on the Partner leadership Team that is facilitated by the competitively procured One-Stop Operator

11. **STOP, Inc.**

STOP, Inc. provides the following services to LWDA #14:

- Initial assessment of customer skill levels to include literacy, numeracy, English Language proficiency, aptitudes, abilities, education levels and skill gaps
- Information and access facilitation regarding available support services such as childcare, nutrition, medical/health, and transportation
- Financial literacy
- Job search and job placement assistance
- Eligibility determination for STOP, Inc programs and services
- Assistance with documenting customer eligibility for financial aid assistance
- Coordination of Community Service Block Grant and Veterans Grant programs with the One-Stop System

- Customer referrals to and from the One-Stop System
- Communication of STOP, Inc. programs and resources to the One-Stop System partners
- Serve on the Partner Leadership Team facilitated by the competitively procured One-Stop Operator

12. **Local Public Housing Authorities**

LWDA #14 public housing authorities provide the following services:

HUD-funded employment and training services to include resume writing, employment readiness, and job interview preparation

- Customer referrals to and from the One-Stop System
- Eligibility determination for HUD-funded housing and support programs
- Case management and transportation support for customers, as applicable and appropriate
- Coordination of the Family Self-Sufficiency (FSS), Resident Opportunities for Self-Sufficiency (ROSS), Public Housing, Jobs Plus and Housing Choice Voucher Programs with the One-Stop System
- Host periodic One-Stop System informational events for public housing authority residents
- Outreach and recruitment of residents for One-Stop services
- Job search and job placement assistance
- Communication of public housing authority programs and services to the One-Stop System partners
- Serve on the Partner Leadership Team facilitated by the competitively procured One-Stop Operator

13. **Programs authorized under the Second Chance Act of 2007**

- No grantee in the region at this time.

14. **Local Departments of Social Services**

The Virginia Department of Social Services provides the following services to LWDA #14:

- Comprehensive evaluations to identify customer employment barriers
- Career planning, work experiences, financial literacy services, work preparation activities, and job readiness classes
- Basic career services for customers
  Eligibility determination for VDSS programs to include SNAP, TANF and Medicaid

  Support services, as applicable and appropriate
- Customer referrals to and from the One-Stop System
- Communication of VDSS services and programs to the One-Stop System partners
- Coordination of the TANF and SNAPET employment programs with the One-Stop System
- Serve on the Partner Leadership Team facilitated by the competitively procured One-Stop Operator

The HRWC has established formal MOUs and/or cooperative relationships with additional (e.g., voluntary) partners to expand the One-Stop delivery system's capacity:

Local Child Support Enforcement Offices

- Grant Specific. HRWC enters MOUs with various community organizations to support specific grant applications. Current examples include the Up Center Fatherhood Program, Norfolk Redevelopment Housing Authority (NRHA) Jobs Plus Grant, and the Newport News Redevelopment and Housing Authority (NNRHA) Choice Neighborhood Initiatives.
- A number of additional community stakeholder organizations

On behalf of the system, HRWC works closely with the Chambers of Commerce, local and regional economic development, and others; however, formal MOUs with these entities are not currently in place. We plan to expand formal MOU partnerships with a variety of organizations based on the needs identified in this workforce plan.

G. Identify the Virginia Workforce Center Operator for each site in the local area.

The One-Stop Operator is the system convener, and its responsibility is to ensure that all centers and affiliate sites are configured and operate in collaboration with all the required partners and other potential partners in the region. As the HRWC One-Stop Center and affiliate sites require multiple partners to deliver services on-site, effective collaboration is essential. The current One-Stop Operator assists with works with the One-Stop Operator Leadership Team, which consists of the VCW One-Stop Center MOU signatory partners.

HRWC issued an RFP for the competitive procurement of a One-Stop Operator for the region, consistent with Section 678.605 (a) of the Final WIOA Rules and Regulations. The One-Stop Operator assists with coordinating the service delivery of the One-Stop system partners and service providers within a physical framework of two (2) comprehensive centers and four (4) affiliate sites within the region, as well as any new sites that may be added over the next few years. In addition, the One-Stop Operator facilitates the One-Stop Center staff certification process in accordance with VCCS requirements, as well as identifies and provides continuous improvement opportunities for the One-Stop delivery system. The current One-Stop Operator Leadership Team is an advisory committee that meets regularly with the One-Stop Operator.

H. Identify the physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned).

Center Location(s)

The area has two comprehensive One-Stop Centers:

- Virginia Career Works Norfolk Comprehensive Center
  Circle East Building
  861 Glenrock Road, Suite 100
  Norfolk, Virginia 23502

- Virginia Career Works – Hampton Center
  600 Butler Farm Road, Suite 1015
  Hampton, VA 23666-1513

Currently, DARS, VEC, Adult Education, and WIOA Title I are co-located in the comprehensive centers as well as a variety of other partners on a rotating or Ad Hoc basis. Partners financially support the system as documented in the Infrastructure Funding Agreement (IFA).

The plan is to continue to expand partner service delivery through the One-Stop system, both virtually and in the comprehensive center.

I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers.

In addition to the comprehensive centers, the region has four affiliate sites:

- Virginia Career Works Portsmouth Affiliate Center
  4824 George Washington Highway
  Portsmouth, Virginia 23702

- Virginia Career Works Franklin Affiliate Center
  Paul D. Camp Community College
  100 North College Drive Room 214
  Franklin, Virginia 23851

- Virginia Career Works Suffolk Affiliate Center
  157 North Main Street, 2nd Floor
  Suffolk, Virginia 23434

- Virginia Career Works Williamsburg Affiliate Center

4601 Opportunity Way, Room 118
Williamsburg, VA 23188

The affiliate sites provide all space and related office infrastructure.

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

Contracts for services may be used instead of ITA's only when one of the following five exceptions applies:

- When the services provided are on-the-job training (OJT), customized training (CT), incumbent worker training (IWT) or transitional jobs (TJ). *HRWC does retain the option of using OJT, CT, IWT, or TJ, consistent with federal, state, and local policy, when and where appropriate.*

- When the Local Board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of the ITA system.

  HRWC does not plan to use this limited provider provision as part of its local ITA program.

- When the local Board determines there is a training services program of demonstrated effectiveness offered in the area to serve special participant populations that face multiple barriers to employment. This exception is intended to be used infrequently.

HRWC is not currently exercising this special participant population provision but retains the right to do so in the future if needs dictate consistent with all federal, state, and local policies.

- When the HRWC determines that it would be most appropriate to contract with an institution of higher education or another provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit consumer choice.

HRWC is not currently exercising this special participant population provision but retains the right to do so in the future if needs dictate consistent with all federal, state, and local policies.

- When the HRWC is considering entering a Pay-for-Performance contract, HRWC ensures that the contract is consistent with § 683.500 and 683.510.

HRWC is not currently exercising this pay-for-performance provision but retains the right to do so in the future if needs dictate consistent with all federal, state, and local policies.

ITA's can only be used for authorized programs with approved training providers in accordance with applicable state and HRWC policies. HRWC enters into ITA Vendor Agreements and Contracts with approved entities for the delivery of training services. ITA programs are approved by the HRWC in accordance with an application process for initial and continued eligibility prescribed by the VCCS.

The new maximum participant cap amount for ITAs is up to $8,000.00. The maximum participant reimbursement amount for OJT, IWT, and CT, remains at up to $5,000.00.

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

While HRWC subscribes to and fully endorses the principle of "maximizing informed customer choice" as part of any customers' ITA training and vendor selection process, customer preference is but one of

many factors that must be taken into consideration by the One-Stop's Career Planner professionals before any requested training can be approved. Other considerations that must also be factored into the ultimate decision of where a customer is going to receive needed services include, but are not limited to: participant needs and individualized assessments, occupational demand, overall cost-effectiveness, the availability and cost of other similar training opportunities, training content and expectation, local vendor performance, other related costs of attendance such as transportation, etc., matters of program funding availability and applicant demand.

Education and training service provisions have been designed and implemented in conjunction with regional LMI and are designed to meet customer needs.

Strategies to ensure access to training, build training capacity and customer choice include:

- Partnerships with the VEC and other partner organizations to facilitate employability skills-related workshops within the One-Stop Centers
- A robust product box of education and training services has been established and is continuously reviewed and updated, as needed. Such is routinely communicated to prospective customers through various outreach and recruitment modalities.
- Job seekers have access to current LMI related to growing and emerging industries
- Local businesses are engaged to identify industry needs and education partners are consulted to develop customized training to address needs
- Customers are counseled on an individual basis to assess work readiness, identify barriers and develop plans of action inclusive of education and training services

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

The HRWC follows all requirements in the administrative guidance provided by the Virginia Community College System that directs all Local Workforce Development Areas (LWDA) to ensure that at least 40% of their formula-allocated expenditures in a program year are expended on allowable training costs in the WIOA Title I Adult and Dislocated Worker programs. Following this guidance, the HRWC has budgeted a minimum of 40% of the Adult and Dislocated Worker funds for training. To ensure appropriate access and expenditure of these funds, HRWC, and its partners have reexamined the customer flow in the One-Stop Centers under WIOA. The new customer flow provides an expedited approach to ensuring those who are qualified and ready for training can move into training quickly.

The HRWC may provide training through:

- Customized training contracts
- OJT
- ITAs
- Incumbent Worker contracts
- Apprenticeships

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

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

4.7 Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

HRWC and its education and training partners are all committed to increasing the pipeline of skilled workers within industry sectors vital to local, regional, and state economic development. Toward that end, the Board routinely commissions labor market studies to examine and better understand the

workforce and the economic engines that drive the regional economy. Included in these studies is information on the following subjects:

a. Regional economic and demographic profile.

b. Key regional sectors of workforce demand.

c. Regional industry performance; and

d. Training gaps.

The outcome of these periodic efforts, along with all other widely available LMI are used to inform the workforce system as to what training is essential to industry and the growing demands of businesses and the local labor market.

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

Local Rapid Response services shall be coordinated and provided in accordance with the Southeastern/Eastern (SEVA) Regional Rapid Response Coordinator's Service Plan, which includes The Bay Area Consortium and the Hampton Roads region. Incorporated in this service plan are the design principles of quality, consistency, relevancy, timeliness, seamless delivery, metrics and measurements, and collaborative partnerships, optimizing on the tenants of Business Engagement, Layoff Aversion, Rapid Reemployment, and Layoff Events.

The service plan is updated annually, when required, or when directed by higher authority.

The Southeastern Virginia-Rapid Response (SEVA-RR) Regional Team is made-up of representatives from the One-Stop Partner Agencies, along with other local community partners, who work together to

address the needs of workers and local companies anticipating reductions-in-force or total plant closings. This team offers a wide array of initial response services and then prepares an action plan based on the specific characteristics of the situation. Initially company contact is made between the WIOA Rapid Response team leader and a representative from the affected business/company and then an initial briefing with affected employees is planned and scheduled. Flexibility is afforded to ensure the establishment of a customized set of plans and specific services to meet the unique needs of each lay-off situation.

Typical support services involve informational workshops on conducting a job search, labor market analysis, personal assessment of skills and interests, and an update on computer skills if necessary. More detailed services would include registration, a broad array of basic career core services, orientation to enrollment level WIOA Services, Work Keys Assessment, counseling, and access to higher-tiered services including the availability of training support.

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

SEVA Rapid Response helps employers keep the workers they have and helps dislocated workers transition to new jobs. SEVA offers many services and resources to businesses anticipating closing, downsizing, expanding, and to dislocated workers. SEVA Rapid Response provides a skilled workforce

for the future through quality coordinated Workforce Re-engineering and Re-Employment Services. The SEVA team delivers a systemic approach involving partnerships of the community, service providers and the Virginia Workforce Network; in so doing becomes a major driver in the regional workforce and economic development initiatives. The SEVA team also offers customized onsite services. The team is led by a transition services consultant who coordinates staff from the VEC, the local One-Stop Center, and the local community colleges.

Key challenges

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

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

Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the responses should be staff-driven responses as each is focused on the organization's compliance with federal or state requirements.

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

HRWC staff shall provide ongoing support for all the HRWC's WIOA Title I oversight and monitoring responsibilities. The local monitoring strategy that is employed by the staff in support of this function can best be described as a three-pronged process that takes into consideration compliance issues, plan versus performance (PVP) goals, and managerial considerations.

As the name implies, compliance monitoring is focused on ensuring that service providers are meeting their legal/regulatory requirements, fiscal responsibilities, and all applicable administrative guidelines. PVP monitoring entails analyzing a service provider's quantitative and qualitative accomplishments as measured against the metrics and timelines that were approved as part of their contract with the HRWC. Managerial monitoring is a logical extension of both compliance and PVP monitoring and involves examining the business practices employed by service providers to ensure that the work being undertaken with WIOA Funds is being performed in the most efficient and practical manner possible in accordance with applicable federal cost principles.

Deficiencies detected in any one or more of these three areas are documented and compiled in a monitoring report that is given to the service provider. Upon receipt of this report, the service provider will be requested to submit a corrective action plan, within a specified period, which describes in detail the actions to be taken to remedy the deficiencies noted in the monitoring report. Appropriate staff will

review the corrective action plan to determine if it is adequate to resolve the problems noted and if so, will serve as a baseline for future monitoring efforts to ensure that the corrective action proposed was actually implemented.

Within this framework, staff will place special emphasis on the following activities as part of the WIOA monitoring process:

i Establish quality performance standards for One-Stop Centers and service providers
ii ii. Identifying and transmitting to training agencies the skill standards required by local employers and incorporating this information into performance standards
iii Setting policy on the gathering and use of customer satisfaction data from employers and job seekers
iv Ensuring that continuous improvement techniques are implemented and used by service providers and other agencies in the workforce development system
v Creating policies for the development of a local measuring system to ensure that standards and benchmarks are met
vi Issuing system-wide and agency-specific "report cards" to the HRWC Executive Committee based on the results of its oversight activities

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board.

In accordance with Section 107 (e) of the Act, the HRWC makes available to the public, on a regular basis through open meetings, information regarding the activities of the local board, including information regarding the local plan prior to submission of the plan, and regarding membership, the development of policies, the designation and certification of One-Stop Operators, and the award of grants or contracts to eligible providers of youth activities, and minutes of formal meetings of the local board.

Specifically, regarding the preparation of planning documents, copies of the draft plan are made available for review during a 30-day public review period, in the HRWC's administrative office. Additionally, electronic, or hard copies of the plan are available upon written request and a version of the plan is posted for review at the HRWC's website. Individuals reviewing the plan are asked to submit any comments in writing so that they can be shared with the Board. All written input received is made a part of the public record and included in the plan file.

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.

1. Cash Receipts:

The amount of funds available under each grant is communicated through a "Notice of Award" (NOA) issued by the VCCS or by award notices by other Agencies. The VCCS provides for the drawdown of funds as needed and other funds are available as allowed by other Agencies. The Council prepares its cash requests based on the projected minimum and immediate cash needs from funds available. These requests are prepared by the Chief Financial Officer/Finance Dept. Staff and approved by the President/CEO prior to submission.

For internal control purposes, the Council's Staff Assistant receives all the incoming mail including all cash receipts. Incoming mail addressed to "the Council" is given to the CEO and all checks payable to the Council are turned over to the Finance Dept. and stamped "for deposit only". Most Federal Funds are received via direct deposit into the Council's demand deposit account. The Council receives electronic notification from the VCCS of deposits to be received on the following day or two. The Chief Financial Officer/Finance Dept. Staff verifies receipt of all Federal Funds and verifies that the amount matches the

original request. The Chief Financial Officer/Finance Dept. gives the accountant a copy of each Federal Funds deposit and the accountant prepares the receipt journal entry.

2. Accounts Payable and Cash Disbursements:

    a. Types of Transactions

All payments are processed through a batch system in the Sage 300 accounts payable module. Disbursements of program funds are a result of invoices or billings from subcontractors, suppliers of goods and services, and payroll and staff travel reimbursements. Invoices can be received by mail, e-mail, or fax. The Staff Assistant stamps the invoices as received and enters them into a log and forwards the invoices to the Finance Dept. Accountant. Generally, invoices/billing of all subcontractors is first reviewed by the Chief Financial Officer/Finance Dept. Staff and then routed to the specific Program Manager and the Operations Officer for verification of participants and compliance with the contract currently in force.

Invoices from suppliers of goods and services for the Council are stamped as received by the Staff Assistant and are also matched to purchase orders as applicable. They are then routed to the Finance Dept. Accountant for processing. Also, requests for mileage reimbursements or travel advances are all subject to the approval of the CEO or his/her assigns prior to payment. Payroll disbursements are generated on a bi-weekly basis and approved by the President/CEO.

    b. Accounts Payable Batch System

After all invoices or billings have been reviewed and approved by program managers and/or the Operations Officer, the Accountant prepares Sage 300 Accounts Payable Batch transaction entries, prints them, and submits them to the Director of Accounting for review, who submits it to the Chief Financial

Officer and Administration for review and approval. Upon approval, the accountant posts the entry to record the transaction. The purpose of the Batch is to clearly document to which program the expenditure will be charged by assigning the proper accounting and fund codes and to otherwise provide a summary of the transaction. Checks are prepared at least weekly and submitted to the President/CEO, Operations Officer, and/or the Chief Innovation Officer for signatures. (Checks for less than $500 require only one signature.) The President also signs the Batch printout report at the same time checks is signed. Signed checks are prepared for distribution by the Office Manager who then delivers them to the Finance Department for distribution as allowed by available cash. The President/CEO, Chief Innovation Officer, and the Operations Officer are the only signatories approved for the Council's disbursements. All paid original invoices are immediately and permanently attached to the Batch printout, the copy of the check and the purchase order if applicable or other approving documents and filed in Vendor Files in the Accountant's office.

Requests by any Council's employee for the purchase of supplies, materials, or services is initiated by completing a purchase requisition/request for payment which must be approved by the Department Head for appropriateness, the Chief Financial Officer for budget compliance and account coding, and the CEO or his/her assigns for final approval. Requests for refreshments for meetings must include agendas or other documents that describe the purpose for which the refreshments are requested. Once all approvals are obtained, purchase orders are issued by the Staff Assistant when appropriate. Receipt of supplies and materials is verified by the Staff Assistant through a comparison of the approved purchase order and the shipping documents accompanying the supplies. When verified, the purchase order or delivery receipt is dated and signed received by the Staff Assistant.

The Finance Department reviews outstanding purchase orders at least weekly to ensure that needed materials are received in a timely manner and to properly record accrued expenditures in the proper accounting period. Blank checks are kept in a locked file cabinet in the accountant's office. Unusable checks are voided and filed.

The HRWC Chief Financial Officer receives monthly expenditure reports from all subcontractors and grantees reflecting current expenditure rates. This information is compiled in reports that are reviewed by the division's senior administrative staff for submission to the WIOA Title I Administrator's Office. During the preparation and review of these reports, any irregularities from approved plans are noted and follow-up contact is made with the appropriate parties to ascertain if there are any problems or issues that need to be addressed.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth Services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

All contracts and grants will be awarded in accordance with applicable federal, state, and local regulations and policies, including the applicable provisions of the Virginia Procurement Act. All youth grants/contracts will be competitively procured as required by the legislation.

Contracted organizations for Adult, Dislocated Worker, and Youth Services are:

- Mid Atlantic Maritime Academy – 7/1/22 – 6/30/23 (can be extended through 6/30/27).
- New Horizons Regional Education Center ISY/OSY – 7/1/22 - 6/30/23 (can be extended through 6/30/27).

- Paul D. Camp Community College ISY/OSY – 7/1/22 – 6/30/23 (can be extended through 6/30/27).
- Virginia Beach City Public Schools – 7/1/22 – 6/30/23 (can be extended through 6/30/27).
- Virginia Beach City Public Schools Adult Learning Center – 7/1/22 – 6/30/23 (can be extended through 6/30/27).
- Virginia Technical Academy – 7/1/22 – 6/30/23 (can be extended through 6/30/27).
- The Workplace, Inc. One-Stop Operator Services Contract – 7/1/22 – 6/30/23 (can be extended through 6/30/26).

All Youth Programs are procured through a competitive RFP Process. One-Stop Operator services are also procured through a competitive RFP Process. Contracts executed based on the RFP Process may be extended after the initial performance period at the discretion of HRWC in accordance with the number of extension periods authorized in the specific RFP. Initial Eligibility for Adult and Dislocated Worker (DW) Individual Training Account (ITA) Programs is based on the submission of an application by interested training providers and approval by the Board with subsequent continued program eligibility based on the successful completion of program recertification requirements in accordance with the HRWC ITA Policy. Daily delivery of Adult and DW Individualized Career and Follow-up Services by HRWC staff is based on an annual waiver from the Governor of the Commonwealth of Virginia.

5.5	Identify the entity responsible for the disbursal of grant funds. [WIOA Sec. 108(b)(15)]

The Hampton Roads Workforce Council has been designated by the CEOs as the Fiscal Agent responsible for the disbursal of WIOA Funds and other federal funds that may be awarded to the CEO Consortium. Therefore, the Board and CEOs utilize the HRWC Finance Department and its internal fiscal

management policies and procedures to account for and control the receipt, disbursement, and reporting of all WIOA and other grant-related expenditures.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources.

The strategies employed to leverage other funds in support of WIOA Adult or Dislocated Worker Services include initiative-taking grant writing initiatives to win other public and or private sponsored grants. Additionally, the Board and One-Stop Operator will work together to ensure the effective use of all available resources.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

HRWC and CEOs negotiate performance goal levels with the VCCS in accordance with the U.S. Department of Labor (DOL) Common Measures for the WIOA Adult, Dislocated Worker (DW), and Youth funding criteria. For Program Year 2022 and Program Year 2023 the following levels have been approved by the WIOA Title I administrator:

WIOA Performance Measures	LWDA 14 Negotiated Level
WIOA Adults	
Employment (Second Quarter after Exit)	**81.0%**
Employment (Fourth Quarter after Exit)	**80.8%**
Median Earnings	**$ 6,100**
Credential Attainment Rate	**78.0%**
Measurable Skill Gains	**69.0%**
WIOA Dislocated Workers	
Employment (Second Quarter after Exit)	**85.0%**
Employment (Fourth Quarter after Exit)	**82.5%**
Median Earnings	**$ 8,300**
Credential Attainment Rate	**80.0%**
Measurable Skill Gains	**74.0%**

WIOA Youth	
Employment (Second Quarter after Exit)	**74.4%**
Employment (Fourth Quarter after Exit)	**72.0%**
Median Earnings	**$ 3,400**
Credential Attainment Rate	**70.0%**
Measurable Skill Gains	**72.0%**

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

5.8 Describe indicators used by the local board to measure the performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers, and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

The Board employs a broad system and array of metrics and performance indicators to document, track and evaluate the performance and effectiveness of all service providers. Both routine and non-routine analysis of performance is regularly performed and presented to the Board (and other critical stakeholders) to ensure expectations and standards are being met consistent with all applicable regulatory and compliance-driven imperatives.

HRWC measures the performance and effectiveness of the local fiscal agent, contracted service providers, and the One-Stop delivery system according to the following timeframe:

- One-Stop System performance is compiled and reviewed monthly using the Performance Summary Report. This “real-time” report includes both process and WIOA outcome metrics and compares actual data versus planned goals for each metric.

- ITA Vendor program performance is compiled and reviewed on a quarterly basis using the ITA Performance Summary. Performance for ITA Programs is also reviewed on an annual basis as part of the program recertification process.
- Contractor performance is reviewed monthly in relation to stipulated goals for contractually specified metrics. Performance outcomes are also reviewed annually as part of the contract extension approval process, as applicable.
- DOL performance measure outcomes in relation to negotiated levels of performance and is reviewed on a quarterly and annual basis using data provided by the VCCS.
- TRADE participant co-enrollment performance is reviewed monthly using VAWC data, in accordance with local policy. In addition, the VCCS-submitted TRADE Report is reviewed upon receipt.
- Service delivery adjustments based on performance outcomes are made on an ongoing basis, as warranted.
- Performance data is provided to the Board, Executive Committee, Youth Services Committee and Business and Workforce Services Committee, as applicable and in accordance with their respective meeting schedules.
- A Funding, Budget, and Expenditure Summary report is completed monthly and is provided to the Finance and Strategy Committee, the Executive Committee, and the Full Board in conjunction with official meetings. This report compares departmental and/or programs expenditures to the approved budget and available resources.
- A detailed budget comparison report containing funds and expenditure line items as approved in the Council budget is completed at least quarterly by the Council's Finance Department and is

provided to the President/CEO and designated staff for management review. Budget revisions as needed are recommended to the Board for approval.

- The Monthly Expenditure Detail Report (MEDR) required to be submitted monthly to the VCCS is reviewed and analyzed by the Council Finance Department Staff. Any fiscal or operational adjustments are recommended to the President/CEO as needed.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

DARS, the region's WIOA Title IV representative, provides the One-Stop partnership with tremendous expertise and support to ensure that individuals with disabilities have equal access to all available One-Stop services. Over the years, HRWC has partnered with DARS, in the delivery of services to individuals being served through the Disability Employment Initiative (DEI) and Career Pathways to Independence Demonstration program (CPID) is currently engaged in expanding the Targeted Communities model that was piloted on the Peninsula.

DARS in LWDA #14 serves as the primary technical resource for staff training regarding disability issues and disability etiquette and serves on the HRWC Business Services Team. In addition, DARS serves as the primary resource regarding work requirements for individuals with disabilities and the need for and access to employer workplace accommodations. Finally, DARS serves as the primary resource for the Americans with Disabilities Act (ADA) and programmatic accessibility standards.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board

In accordance with the Virginia Board for Workforce Development's (VBWD) Policy 200-04,

Certification of Local Workforce Development Boards, the Hampton Roads Chief Elected Officials will work to ensure that its local board is led by committed business leaders who can ensure that the local workforce system is responsive to current and projected labor market demand, shall contain a broad range of partners needed to develop a comprehensive vision for the local workforce system, and shall focus on strategic decisions, not operational management. Toward this end and in compliance with VBWD Policy 200-04, the HRWC is tasked with the responsibility for making the following critical decisions:

- How best to organize the regional workforce system to serve the needs of current and emerging private sector employers and job seekers most effectively.
- How best to provide comprehensive services to regional private-sector employers.
- How best to deploy available resources to achieve negotiated local performance accountability measures and build capacity for continuous improvement.
- How to expand the resource base and service capability through the development of strategic partnerships, an integrated service delivery system, and the generation of additional public and private funding.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunities prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

The HRWC hosted four virtual stakeholder input sessions to allow the community to provide feedback on the development of the plan. These sessions were held:

- Thursday, January 21, 2021, for One-Stop providers and youth services
- Thursday, January 21, 2021, for community service and veteran service organizations
- Monday, January 25, 2021, for the business community
- Monday, January 25, 2021, for workforce services customers

The draft local plan was posted to the HRWC website from February 8 – 22, 2021, in compliance with the two-week minimum requirement for open comment periods. Stakeholders were notified of the draft

plan's posting via email and asked to review the draft plan and submit any feedback to HRWC directly through email. The HRWC did not receive any public comments during the comment period. Modification #1 to the LWDA #14, WIOA Local Plan was reviewed and approved by the HRWC Board of Directors on 12/21/2022 and open for Public Comment during the period of 12/23/22 to 1/6/23. The opportunity for public comment was published in local newspapers and on the HRWC website at www.theworkforcecouncil.org. In addition, local stakeholder organizations were also notified of the Public Comment Period. **No public comments were received during the comment period that ended on 1/6/23.**

5.12 Describe professional staff development strategies, including:

- Process used to ensure 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 WIOA services
- Process to measure staff performance and delivery of high-quality customer service
- Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 300-06

1. **Process used to ensure that staff receive continuous training in workforce development practices.**

A senior One-Stop Staff Member has been designated as our Learning Coordinator. To ensure that our One-Staff receives continuous training in workforce development practices, the Learning Coordinator has been assigned the following responsibilities:

- Review local WDP recertification requests
- Identify and track staff that are required to be certified & staff that have completed certification requirements
- Monitor staff's progress toward certification/recertification & provide encouragement
- Alert State Coordinator of issues and concerns that cannot be resolved locally
- Assist the State to identify training opportunities

2. **Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services.**

The HRWC has incorporated into its standard operating procedures very specific guidance to instruct its One-Stop Career Planners on how to correctly enter customer data into the Virginia Workforce Connection System of Record. The application of these procedures by the staff is part of the Federal Division's internal monitoring process to ensure that all required data elements are entered completely and in a timely fashion.

3. **Process to measure staff performance and delivery of high-quality customer service.** One-Stop Staff are evaluated on an annual basis by their immediate supervisor. This evaluation considers their level of experience in their position, the training that they've received, and their overall performance in delivering high-quality customer service. Staff members requiring assistance to improve their performance are provided additional help and guidance by either their supervisor or another senior member of the staff. Such performance improvement efforts are written down in an employee improvement plan with demonstrable outcomes to be achieved within a defined timeline.

4. Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 10-01.

See response to 1 above.

5. One-Stop Center Certification

The Norfolk and Hampton Comprehensive Centers have received full center certification in accordance with the state requirements. The Portsmouth and Franklin Affiliate Centers have also received full center certification. The Suffolk Affiliate Center certification process is expected to be finalized soon. The process for the Williamsburg Affiliate Center certification will be conducted during the Fall of 2022.

Statement of Compliance, Plan Signatures, & Fiscal Agent Designation

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

Local Area Name / #	Hampton Roads
Local Plan Point of Contact:	Shawn Avery, President and CEO of the Hampton Roads Workforce Council
Address:	999 Waterside Drive, Suite 1314, Norfolk, VA 23510
Phone/e-mail:	757.314.2370, SAvery@vcwhamptonroads.org

Dr. John Olson, HRWC Chair	5/18/2021
Typed Name & Signature of HRWC Chair	**Date**

The Honorable Robert M. Dyer, Mayor, City of Virginia Beach	
	4-2-21
Typed Name & Signature of CEO Consortium Chair	**Date**

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

Entity: Hampton Roads Workforce Council
Contact: Shawn Avery
Address: 999 Waterside Drive, Suite 1314, Norfolk, VA 23510
Phone/Email: 757-314-2370 / savery@theworkforcecouncil.org

Local Plan Required Attachments

Please provide the links to the documents listed below in the boxes marked "Click here to enter text." If such links are not available, please include copies of the documents with your submission.

1. Current Chief Elected Official (CEO) Consortium Agreement: https://www.theworkforcecouncil.org/wpcontent/uploads/2021/08/Seventh-Amended-Charter-Agreement-Signed-2021.pdf

2. Current CEO-Local WBD Agreement: https://www.theworkforcecouncil.org/wpcontent/uploads/2021/08/City-of-Virginia-Beach-MOU.pdf

3. Current Local WBD organizational chart https://www.theworkforcecouncil.org/wpcontent/uploads/2021/08/3.-Workforce-Council-Goverance-and-Organzational-Structure-July-2021.pdf
    a. Identify board oversight and program administration

4. Copies of executed cooperative agreements between the Local WBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination
    a. https://www.theworkforcecouncil.org/wp-content/uploads/2021/08/4a.-VCW-HAMPTONROADS-REGION-ONE-STOP-CENTER-MOU-AND-IFA.pdf

    b. Cooperative agreements as defined in WIOA section 107(d)(11))
    c. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))
        i. In addition to the formal MOU that is in place with DARS, customer referrals are made to such entities as the local Centers for Independent Living (CILs), sheltered workshops that serve disabled individuals such as the Eggleston Services, Disabled American Veterans (DAV), Virginia Department for the Deaf and Hard of Hearing, Virginia Department for the Blind and Vision Impaired, as applicable and appropriate. In addition, federal and state expertise regarding nondiscrimination and equal opportunity standards for individuals with disabilities is available and provided, as needed.

5. Local HRWC Policies: provide the link to all policies on the Local HRWC website (in the process of continuing to update based on the merger)
   https://www.theworkforcecouncil.org/wpcontent/uploads/2021/08/5.-HRWC-Policies-10-2-2019.pdf
   a. Individual Training Account (ITA) Policy included on next page

HAMPTONROADS WORKFORCECOUNCIL
ONE REGION. ONE WORKFORCE. ONE ECONOMY.

Individual Training Account {ITA) Policy *Eligible Training Provider and Programs List*

Field Guidance Memorandum 413 I **Issued Date: 3/27/2022**

Background:

Individual empowerment through informed customer choice is one of the guiding principles of the Workforce Innovation and Opportunity Act (WIDA). One of the primary mechanisms for providing customers with increased choice and flexibility when it comes to accessing training under WIDA is through the Individual Training Account (ITA) Program. The ITA Program allows customers to access a wide variety of approved training programs from qualified training providers. Customer choice is maximized by both the diversity and sheer numbers of different programs and training opportunities that are available to meet the needs of WIDA eligible customers.

The ITA Program is operated in accordance with Sections 680.300, 680.310, 680.320, 680.330, 680.340, 680.350, 680.400, 680.410, 680.420, 680.430, 680.450, 680.460, 680.470, 680.480, 680.490, 680.500, 680.510 and 680.520 of the WIDA Final Rules and Regulations, Virginia Board of Workforce Development (VBWD) Policy #401-04, #404-01, #404-02, Change #1 and Virginia Community College System (VCCS) VWL #16-06, Change #1.

The Program is made available at the point at which a customer's employment needs and goals cannot be met without the receipt of training services based on an assessment of their knowledge, skills, abilities, work history and employment barriers. Since access to the ITA Program can only occur following a customer's receipt of assessment services and determination of need, a strong case management and career counseling infrastructure must be present to coordinate all the various aspects of service intervention, to support the overall goal of meaningful unsubsidized employment and recognized postsecondary credential attainment for the customer.

A List of currently approved LWDA #14 ITA Training Providers and Training Programs is maintained on the HRWC website at www.theworkforcecouncil.org and posted in the One-Stop System Centers, otherwise known as Virginia Career Works Centers, on an ongoing basis. This information along with cumulative performance results for approved training programs is shared with customers by One-Stop System staff to facilitate meaningful customer choice in the selection of training programs.

ITA Initial Eligibility Application Process:

The ITA Initial Eligibility Application Package is issued and posted on the HRWC website at www.theworkforcecouncil.org on a periodic or ongoing basis, as determined by HRWC. The Application Package includes the VCCS prescribed Training Provider and Training Program Application Forms, in addition to other submission guidelines.

Interested training providers may propose training programs for Initial Training Provider/ Program Eligibility in accordance with the ITA Application Package guidelines. HRWC staff reviews submitted ITA Application Packages for completeness and compliance with applicable submission guidelines. Where submitted ITA Application Packages do not fully meet the applicable requirements and/or are incomplete, HRWC staff will contact the proposing training provider for resolution, to the fullest extent practicable. An ITA Application Package will not be moved forward for consideration until resolution is complete. Where submitted ITA Application Packages are complete and in compliance with the applicable submission guidelines, such will be moved forward for program selection consideration.

Initial Eligibility Training Provider/ Training Program Eligibility Selection Process:

The Hampton Roads Workforce Council (HRWC) Board of Directors (BOD), in consultation with the HRWC Business and Workforce Services Committee (BWSC}, selects training programs for inclusion on the LWDA #14 Approved ITA Training Programs List. Selection recommendations are based on a review of submitted ITA Application Packages and the formulation of program selection recommendations by the BWSC for the HRWC BOD to consider at their next regularly scheduled meeting. The BWSC considers such factors as capacity to provide the proposed training services; performance outcomes; training credential recognition; organization qualifications; labor market demand; training

curriculum/training provider accreditation; and the skills to be obtained from the training program. The HRWC BOD Executive Committee may review and approve proposed training programs between HRWC BOD meetings.

Training providers whose proposed training programs are selected by the HRWC BOD for inclusion on LWDA #14's Approved ITA Training Programs List will be notified in writing and an ITA Vendor Agreement with HRWC will be executed. The ITA Vendor Agreement will outline the terms, conditions, stipulations, and requirements under which HRWC may purchase training services from the training provider. In addition, it outlines the performance data tracking and reporting requirements related to the HRWC participants who receive training services, in addition to the Department of Labor (DOL) requirement that training providers track performance outcomes for all students in all ETPL Approved Programs, regardless of funding source. Training programs selected for inclusion on the List will remain on such for one (1) year, unless otherwise removed by HRWC for cause. Training programs selected by the HRWC BOD will be included on the Workforce Innovation and Opportunity Act (WIOA) Statewide Eligible Training Providers List (ETPL) for the Commonwealth of Virginia, which is stipulated in the ITA Vendor Agreement. ITA Vendor Agreements may be formally modified in writing, in accordance with the ITA Vendor Agreement, as applicable and appropriate.

Those training providers whose proposed training programs are not selected, in whole or in part, will be notified in writing and reminded of the HRWC Reconsideration Process that is available, which is also part of the ITA Application Package issued by HRWC. Training providers must first exhaust their reconsideration option with HRWC prior to going forward with the Virginia Community College System (VCCS) WIOA Appeals Process.

Continued Training Provider/Training Program Eligibility Recertification Process:

Following the completion of one (1) full year of Initial Eligibility, each-approved training provider program will be reviewed to determine Recertification of Continued Eligibility.

Recertification will be primarily based on the compilation and review of WIOA participant performance outcomes for approved training programs. Performance outcomes will be based on an ongoing cumulative count for participants enrolled on and after January 1, 2022 and will include both "real time" data maintained by HRWC and DOL Performance Metrics data provided by the VCCS on a quarterly basis, through an analysis conducted by HRWC staff and reported to the BWSC, in conjunction with the staff training program Recertification recommendations. Program outcomes where there are less than six (6) cumulative participant exits will not be considered for Recertification purposes and those individual programs will be continued for an additional year, unless otherwise determined by HRWC. Also, individual programs which have had zero (0) enrollments and where there have been no adverse circumstances, are continued for an additional year. Individual training programs that have had zero (0) enrollments for a period of two (2) consecutive years following the Initial Eligibility period will be removed from the List, unless otherwise authorized by HRWC. Any vendors still inside of their initial 12 months certification period at the time of the first annual review will receive an automatic extension until the next annual review cycle.
At a minimum, training program satisfactory performance in accordance with the following metrics and minimum levels is required for recertification, as stipulated in VBWD Policy #404-01, and as qualified above:

1. Training Completion Rate (50% for Adults and DWs)
2. Credential Attainment Rate (65% for Adults and DWs)
3. Employment Rate and Employment Earnings (Adults and DWs with performance level thresholds to be determined by HRWC).

Participant data and related rate calculations will be validated by HRWC with applicable training providers. In addition to consideration of the above participant performance outcomes, other factors that may be considered for Recertification include organizational structure; operational capability issues; any participant complaints or formal grievances; credential recognition; curriculum contents; training delivery method; invoicing or reporting issues; real time performance outcome issues; and any other operational issues related to the delivery of training services under the ITA Vendor Agreement.

The BWSC will review training programs for Recertification and make recommendations to the HRWC BOD or Executive Committee for continued inclusion on the HRWC Approved ITA Programs List. This activity will occur in the Fall of each year based on the BWSC meeting date prior to the next scheduled HRWC BOD or Executive Committee meeting date. Training program durations shown in the VaWC will be extended to accommodate for the time required for the meetings to take place and actions to be taken, as applicable and appropriate.

Training programs authorized by the HRWC BOD or Executive Committee for Continued Eligibility may operate for an additional year unless otherwise removed by HRWC for cause. Thereafter, Continued Eligibility will be determined on an annual basis in accordance with the above. Training providers whose training programs are approved for Continued Eligibility will be notified in writing and their ITA Vendor Agreement will be modified accordingly. In addition, an updated Anti-Discrimination Certification Form will be obtained from the training provider. Those training providers with training programs that are not approved for Continued Eligibility will be notified in writing and the HRWC Reconsideration Process will be available.

If a training program(s) is not recertified, participants who are currently enrolled and active in authorized training services will be allowed to continue through to the completion of their approved training plan, for as long as they actively participate.

HRWC WIOA Training Funds/Approved Program Revisions:

The maximum amount of WIOA funds that an individual customer may receive for ITA training tuition and other necessary training related costs is established by the BWSC and approved by the HRWC BOD. This amount is reviewed by the BWSC as needed and changes are made when warranted. Currently, that amount is up to $8,000 in total, as authorized by the HRWC BOD Executive Committee at their meeting on 3/16/22 and applies to both new ITA participants and current ITA participants who are actively engaged in approved training services. WIOA funds are to be used for customer training when other forms of federal grant assistance, such as PELL Grants, are not available. In all cases, a financial plan is developed by One-Stop System staff in consultation with the participant to identify how the full cost of training services will be funded.

Revisions to existing approved training programs may be authorized where curriculum changes are needed to reflect dynamic industry training standards and/or requirements in support of existing and/or new industry recognized credentials and/or where the name of an existing training program has changed. These revisions can be requested by a training provider and accomplished administratively at any time during the ITA Vendor Agreement performance period, without the need for a formal application process, based on HRWC approval.

Commonwealth of Virginia Statewide WIOA Eligible Training Providers List (ETPL) Use Option: Once a training provider's training program(s) is approved by any Local Workforce Development Board (LWDB) in Virginia, that program(s) is included on the Commonwealth of Virginia Statewide WIOA ETPL. Other LWDBs may purchase training from that training provider if the applicable program(s) remains in good standing on the Statewide WIOA ETPL, without the training provider having to go through an additional application process.

HRWC may choose to enter into an ITA Vendor Agreement and purchase training from a training provider who is on the Statewide WIOA ETPL, to best meet the needs of a specific customer, in exceptional situations, at its sole discretion. In that regard, the following process will be followed prior to using a training provider's program(s) from the Statewide WIOA ETPL:

1. The training program is Not Available from any training provider in good standing on the current LWDA #14 Approved ITA Programs List and has been verified to be current on the Statewide WIOA ETPL. The timing of training services delivery regarding the needs of the customer will be considered in relation to the determination of availability.

2. The training program's occupational area shows positive projected labor market demand, as determined by HRWC.

3. The training program's curriculum, training delivery capacity and recognized training credential is verified and a satisfactory site visit, as warranted.

4. The training program, after meeting the requirements set forth under items 1, 2 and 3 above, is reviewed by the HRWC Operations Officer for approval. A training program that does not meet the requirements under items 1, 2 and/or 3, and/or if there are other extenuating negative circumstances, will not be approved. Programs not

selected by HRWC from the Statewide WIOA ETPL do not have the option of the HRWC Reconsideration Process.

5. The training provider enters into an ITA Vendor Agreement with HRWC, as applicable and appropriate, based on a satisfactory outcome of the above review steps.

NOTE: Training programs that are purchased by HRWC via the Statewide WIOA ETPL will only be authorized for specific individual customers and will not be included on the LWDA #14 Approved ITA Programs List as eligible to receive ongoing customer referrals and additional vouchers. Being included on the Virginia Statewide WIOA ETPL does not guarantee that a program(s) will be purchased by HRWC.

Out of State Training Providers Use Option:
For a customer to obtain WIOA funded training services from an Out of State training provider, the training provider's program must be currently included on that State's WIOA ETPL. Approved training programs in other States can be located at http:// www.servicelocat or.org/ program.

Approval for the use of an Out of State training provider's program will follow the process outlined above for the use of the Virginia Statewide WIOA ETPL. If an Out of State training provider is used, a detailed case note that explains why such was used must be entered into the VaWC and sufficient data must be obtained from the training provider in order to enter the training program into the VaWC.

The VCCS, as the Administrator of WIOA Title 1 funding, will establish, maintain, and periodically review reciprocity agreements with neighboring (bordering) states, as stipulated in VBWD Policy #404-01.

Registered Apprenticeship (RA) Process:
In accordance with Virginia Board of Workforce Development (VBWD) Policy #404-2, Change #1, the Commonwealth of Virginia Department of Labor and Industry (DOLi) will initiate contact with RA Program Sponsors to provide information about the Statewide WIOA ETPL. DOLi will be responsible for determining eligibility and facilitating the RA Programs' placement of the Statewide WIOA ETPL. Once approved by DOLi, RA Programs may remain on the Statewide WIOA ETPL for as long as the program is registered with DOLi or until the program is voluntarily removed. RA Programs no longer access inclusion on the Statewide WIOA ETPL through applications to LWDBs. Inclusion on the ETPL does not guarantee that a LWDB will provide training funds for RA Programs through an ITA Voucher.

VaWC Data Entry:
HRWC will ensure that the required data elements related to the ITA Initial Eligibility Application Package, Continued Eligibility and performance information regarding approved training provider training programs are entered the VaWC. Once the ITA Initial Eligibility Application Package is completed, reviewed and approved by the HRWC BOD or Executive Committee, the information will be entered into the VaWC within fourteen {14) business days, unless otherwise warranted. This will include training provider training programs that are not approved by the HRWC.

ITA Program Related Staff Responsibilities:
The HRWC Operations Officer will have the primary responsibility for the overall ITA Program. VaWC training program data entry will be performed by the HRWC ETPL/VaWC Support Technician, under the direct supervision by the HRWC Administrative Services Coordinator. ITA Vouchers are issued to WIOA eligible and approved customers by One-Stop System staff which serve as authorization documentation to the training provider for the customer to attend training. Payments to training providers are to be made on an incremental basis to the fullest extent practicable. One-Stop System staff provide ongoing case management services throughout the customer's training experience and maintain the customer file, in accordance with VCCS standards.

ITA Program Records Retention:
HRWC will maintain Initial Eligibility Application Packages; Continued Eligibility Performance Information; records regarding training provider related complaints and actions taken on those complaints; and, other required records and documents, for a minimum period of four (4) years.

SA /GLB /BC /cje