

Greater Peninsula Workforce Development Board
Local Workforce Development Area 14

Program Years 2016-2020
Workforce Innovation and Opportunity Act
Local Plan

March 1, 2017

Preface

In accordance with Virginia Workforce Letter (VWL) #16-01, Change 1, Subject: Requirements for Workforce Innovation and Opportunity Act (WIOA) Local Workforce Development Area Plans, the following plan has been drafted for public review and comment and subsequent review and approval by the Greater Peninsula Workforce Development Board (GPWDB) and the Greater Peninsula Workforce Development Consortium (Organization of Local Elected Officials) for Local Workforce Development Area (LWDA #14). It is herewith submitted for state level approval to the Virginia Community College System (VCCS), Office of Workforce Development Services.

The plan covers the period from July 1, 2016 – June 30, 2020 and has been developed in compliance with the local planning requirements as set forth in the applicable sections of the Workforce Innovation and Opportunity Act and the WIOA Final Rules published in the Federal Register, Vol. 81, No. 161, Friday, August 19, 2016, Part 679 – Statewide and Local Governance of the Workforce Development System Under Title I of the WIOA, Subpart D – Regional and Local Plan.

To facilitate a review of this document it has been prepared in two sections. The first section addresses those specific policy issues that have been identified in the Commonwealth of Virginia, WIOA Combined State Plan as areas of “policy emphasis.” The intent of this first section is to demonstrate the consistency of the local plan with the focus of the Combined State Plan as required under WIOA Section 108.

The second section provides detailed information on the Local Strategic Planning Elements, the Local Workforce Development System Elements, and Public Comments Received. Following the second section of this plan, is a compendium of the various documents that have

been listed in the planning guidance as required Attachments. Following the Attachments, an additional section entitled Enclosures has been included. The purpose of this last section is to provide a place separate from the required Attachments where additional material, referenced in the planning document, could be placed for review. Throughout both sections of the plan, the reader will be directed to these attached or enclosed documents or links to their location, as necessary, for a more detailed review of the subject under discussion.

While a full description of the GPWDB's staffing plan is provided later in this document, it would be helpful to note at the onset that the Board is staffed by the Peninsula Council for Workforce Development (PCFWD). The Council consists of two different divisions, the Private/Public Strategic Partnerships Division and the Federal Grants and Programs Division.

As the names of these two divisions imply they have a somewhat different focus; the former primarily providing workforce development activities supported with both private and public funding, while the latter strictly delivers services with Federal dollars (i.e. WIOA, H-1B, NEG, etc.). Both divisions support the work of the Board and collaborate closely, often leveraging funds from multiple sources, to deliver a comprehensive array of workforce development services. The reader will find references to both of these divisions throughout the content of this plan.

Section I. Areas of Policy Emphasis

As per VWL 16-01, Change 1, the following areas noted below are receiving statewide emphasis. They are individually addressed below as important components of LWDA #14's local plan that helps guide the delivery of WIOA Title I Services in collaboration with such other services as are provided by the GPWDB's partner agencies.

1. Increase business engagement and deliver value to our customers.

WIOA, was designed to assist businesses in finding skilled workers and to enhance their access to other important workforce services. Within LWDA #14, the Peninsula Partnership Business Services Team (PPBST) has been formed and charged with carrying out this responsibility. Comprised of staff representatives from fifteen American Job Center Partner Agencies the team employs a "no wrong door/single point of contact" approach to working with the area's employers.

Following the guidance provided in VWL #11-04, Subject, Business Services Model the PPBST works to increase business engagement and deliver value to their employer customers by:

- a. Building relationships with business and business-focused organizations;
- b. Coordinating and streamlining business services;
- c. Acting as an informational resource to businesses;
- d. Assisting businesses with their recruiting processes;
- e. Assisting businesses with addressing their training needs through either work-based training or by connecting them with job seeker customers who have already been trained by approved education and training providers; and
- f. Providing quality individualized services to businesses.

Additionally, the Board in its Local Business Services Policy, incorporated the four qualities that should characterize each local area's business services model, as recommended by the Virginia Board of Workforce Development's Performance and Accountability Committee. These include the following:

- a. The model includes a clear process for establishing a 'Single Point of Contact' for business customers;
- b. The model (and information about available business services) is clear, convenient, and easily accessible by the business customer;
- c. The model includes a specific requirement and definition for timely response to business customer requests; and,
- d. The model ensures that a response to business customer inquiries includes alternative options if the PPBST cannot provide an affirmative response to the business customer's initial request.

2. Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.

The foundation for equipping our job seeking customers with measurable skills in the form of business or industry recognized credentials is the utilization of education and training programs that are based upon established career pathways within the region's business and industry sectors. Career pathways is a strategy that has been locally adopted to support an individual's workforce transition from the classroom and into the workplace throughout their chosen career or careers.

Integral to the career pathways approach adopted by the PCFWD and its American Job Center (One-Stop) Partners is the acquisition of secondary and post-secondary academic and

occupational credentials by participants enrolled in training as appropriate to their chosen career fields. Such credentials when supplemented, as needed, with the receipt of other work readiness assessments and certificates (i.e. Career Readiness Certificate, Digital Literacy Assessments, etc.) provide prospective employers with ample evidence of the individuals' work readiness and ability to quickly become a productive member of the employer's workforce.

Toward that end, beginning with the delivery of individual career services, customer assessments leading to the development of individual employability plans and subsequent enrollment in training are targeted upon helping the participant to identify and achieve the credentials necessary to qualify for the position they are seeking within their chosen career field. This approach enables participants to take advantage of portable and stackable credentials to include non-credit certificates, career studies certificates, industry recognized credentials, two year associates degrees, and four-year baccalaureate degrees.

3. Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen Virginia's regions.

The GPWDB 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 in June 2016 the GPWDB commissioned Mangum Economics to update a 2014 study of the local area's state of the workforce and the economic engines that drive the Greater Peninsula's economy. Included in this study was 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.

In addition to this study, in September 2016 LWDA #14 partnered with LWDA #16 and the Hampton Roads Economic Development Alliance to commission a similar study by Economic Modeling Specialists International (Emsi), that focused on the broader Hampton Roads Regional level. While this study also included a look at demographic, educational, and workforce data, as part of its industry cluster analysis it identified those industries that represent opportunities for the Hampton Roads economy and Hampton Roads businesses to diversify away from the region's heavy reliance on government contract work. Most business people interviewed, as part of this study, said that diversifying their customer base to move away from being so reliant on government contracts is a critical component of their business strategies.

Back within LWDA #14, the GPWDB has worked closely with Thomas Nelson Community College (TNCC) and its other education and training partners, utilizing a variety of public and private funds to put "pipeline" training programs in place within such industries as Advanced Manufacturing, Healthcare, and Construction. Additional work in this regard has been undertaken with our colleagues in LWIA #16 in support of Modeling and Simulation Careers. Given the positive outcomes of this methodology (industry sector approach, utilizing career pathways that result in stackable credentials) we will continue to use it as the primary vehicle for the investment of workforce training dollars to produce the skilled workforce needed by area employers.

4. Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression.

WIOA, Section 1 (b) Sec. 3 Definitions, (24) Individual with a Barrier to Employment, lists thirteen specific categories of such individuals with an additional provision that allows the Governor to designate, as he deems appropriate, such other groups of people as individuals with barriers to employment. Consequently, the GPWDB is concerned with insuring that all individuals seeking assistance through the local workforce development system, and especially those with barriers are helped. Toward this end the Board employs “Universal Design” principles in planning its policies, operational practices, services, and physical environments so as to result in improved outcomes for both their business and career seeker customers.

In order to insure that our job seeker customers are able to successfully compete for upwardly mobile positions that afford opportunities for career progression and lead to a middle class standard of living, as a result of the services provided, requires that our training programs be focused on in-demand occupations in growth industries, competency based, and result in the attainment of valued, business and industry recognized credentials. This is achieved, as was noted above, by employing an industry sector approach, and utilizing career pathways that result in stackable credentials leading to employment providing family sustaining wages with benefits.

This is the guiding principle followed by the GPWDB’s WIOA Title I Staff delivering individual career services, as well as the acid test for determining the suitability of any given educational institution for inclusion on the Board’s list of eligible training providers.

5. Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve.

The members of GPWDB and Consortium of Elected Officials strive to insure that all funding received, public or private, is invested in high quality career services, education and training programs and employment assistance so that these investments result in a quality return to the customer, job seeker or employer, and the Commonwealth. This is achieved by employing three strategies:

- a. Aligning and integrating all WIOA mandated programs so as to avoid duplication of effort while supporting the delivery of a comprehensive menu of services that are geared to meeting the needs of the customer being served;
- b. Properly vetting the academic and occupational skills training programs being employed by the workforce development system to insure that they are focused on in-demand occupations within growth industries, utilize career pathways, and afford their students the opportunity to earn valued, employer recognized credentials; and,
- c. Employing appropriate procedures for the accurate and timely collection of data about individual job seekers and employers served, the nature and cost of the training or assistance provided, and the effectiveness and efficiency of the workforce development service delivery system.

In order to successfully pursue the first strategy, the GPWDB will employ a competitively procured One-Stop Operator whose duties will include insuring the close coordination of all local WIOA mandated programs and services delivered through the One-Stop service delivery system. It will be expected that the local operator will work in direct

support of the One-Stop Operator Team (OSOT) while reporting back to the Board on the services being provided and the results achieved.

Responsibility for carrying out the second strategy will primarily rest with the Board's WIOA Title I Administrative Staff (i.e. the Federal Division of the Peninsula Council for Workforce Development) which will also have responsibility for entering approved training providers into the state's eligible training provider list (ETPL) and making subsequent provider eligibility determinations. The importance of this strategy cannot be understated in that it sets the stage for the Board to be able to achieve its negotiated end of program year WIOA Performance Measures.

The successful pursuit of the third strategy is to a large extent predicated on the capabilities of the state's management information system or official system of record. However, it is also dependent on securing the close coordination and cooperation of all of the workforce system's mandated partners that will be expected to contribute data and other pertinent information needed for the compilation of federal, state, and local reports concerning "Return on Investment." It is anticipated that at the local level both the Board's WIOA Title I Administrative Staff and the One-Stop Operator will play a role in this effort.

Section II. Local Plan Contents

1. Local Strategic Planning Elements

a. Workforce Demand Analysis.

Provide a descriptive analysis of the regional economic conditions.

The Greater Peninsula Workforce Development Area or LWDA #14 includes the cities of Hampton, Newport News, Poquoson, and Williamsburg, and the counties of James City, York, and Gloucester. Taken together with LWDA #16 to its immediate south and west, the two areas make up the southeastern corner of the state known as the Hampton Roads Region.

The following information is derived from two sources, the “Greater Peninsula State of the Workforce Update, June 2016,” produced by Mangum Economics for the GPWDB, and the “Hampton Roads State of the Workforce, 2016” report prepared by Emsi under a contract with the GPWDB, Opportunity, Inc. (LWDA #16) and the Hampton Roads Economic Development Alliance (HREDA).

The intent here is to present the most salient findings from these reports as they relate to the workforce demand analysis. For a more thorough discussion of the information provided below the reader is invited to view the reports in their entirety which are posted at <http://pcfwd.org/> and <http://opp-inc.org/>.

Regarding regional economic conditions, for comparative purposes the U.S. economy started gaining traction in 2012 following the wake of the most recent recession. In recent years, the country has seen the strongest job growth since the late 1990s, averaging an additional 2.6 million jobs each year since 2012.

At the regional level, Hampton Roads experienced a similar trend during the same period of time. In 2015 alone, job growth accelerated 2.1% from the previous year, adding over 15,000 jobs to regional payrolls. Most of the growth is attributed to business growth located in LWDA #16. Although the cities and counties that make up LWDA #16 comprise 70% of overall jobs in the region, they accounted for nearly 96% of the region's overall job growth.

However, the region still has yet to reach pre-recessionary levels. Peak employment for the Hampton Roads region reached 909,350 in 2007 while bottoming out in 2011 at 854,580. Based upon the latest annual data available current employment levels sat at 873,730 in 2015.

Locally, over the last five years' employment growth within the Greater Peninsula area has lagged behind that of the state of Virginia as a whole. Between the fourth quarter of 2010 and the fourth quarter of 2015, total employment in the Greater Peninsula increased by 1.1 percent as compared to a 6.3 percent increase at the state level.

James City County, the City of Newport News, and York County made the largest employment contributions to the region over this period, growing by 2,707, 1,681, and 1,167 jobs respectively.

The Greater Peninsula tends to have a more diverse population, less population growth, and greater absolute growth in its Hispanic, minority, and older populations, than is typical for the state of Virginia as a whole.

i. **Existing and emerging in-demand industry sectors and occupations.**

Of the six industry sectors that were targeted in the Greater Peninsula State of the Workforce Report 2014 as key sectors of workforce demand, the 2016 State of the Workforce Update revealed the following:

- Healthcare exhibited steady employment growth over the last five years, increasing by 3,106 jobs, or 13.6 percent.
- Arts, Entertainment, and Recreation posted the second largest regional employment increase over the period, growing by 532 jobs or 7.1%.
- Accommodation and Food Services grew by 650 jobs or 2.6% over the period.
- Manufacturing grew by 1,487 jobs or 5.2% over the last five years. In recent quarters it has suffered employment losses and declined by approximately the same number of jobs or 4.9% over the most recent four quarter period.
- Finance and Insurance posted a 181 jobs, or a 11.9%, loss in regional employment over the last five years.
- Construction posted a 949 jobs, or 9.5%, loss over the same period.

Of the two potential emerging sectors that were identified in this update:

- Professional, Scientific, and Technical Services experienced a 436 job loss (or 3.2 percent of employment) over the last five years. However, in the most recent four-quarter period this high wage sector experienced a gain of 224 jobs (or 1.7 percent of employment).

- Transportation and Warehousing experienced a 518 job gain (or 9.7 percent of employment) over the period as a whole, and a 471 job gain (or 8.8 percent of employment) over the most recent four quarters.

In terms of regional industry performance, the 2016 Report analysis assessed the performance of the Greater Peninsula's major and targeted industry sectors based on a ten-factor aggregate performance index. According to that evaluation, the region's top performing major industry sectors are: Manufacturing; Management of Companies and Enterprises; Real Estate and Rental Leasing; Health Care and Social Assistance and Arts, Entertainment and Recreation.

Taking the long view, it is interesting to note that in the Hampton Roads Economic Development Alliances' Shift-Share Analysis of November 2016, it showed that within the Greater Peninsula area, Advanced Manufacturing, Food processing, Information, Analytics, & Security were all expected to underperform national growth rates and hold a negative competitive effect. However, Aerospace, Aviation and Defense, Bio-Science & Bio-Medical, Maritime, and Distribution and Logistics are all projected to experience a positive percent growth rate from 2016 to 2026 and a positive competitive effect within the local area over the same time period.

ii. Employment needs of employers in existing and emerging in-demand industry sectors and occupations.

The following information was taken from the 2015 Virginia Workforce Development Survey conducted by the Virginia Commonwealth University's Center for Urban and Regional Analysis under an engagement with the Virginia

Employment Commission (VEC). Among the information provided by the survey was data on the number of full-time and part-time projected employment vacancies, by Standard Occupational Classification (SOC) Code that existed within the local area.

According to the survey seventy-five percent (75%) of projected position vacancies are in seven occupational groups. Within these seven occupational groups, 32% of the projected openings are for full-time jobs, and 48% are for part-time jobs (20% are unknown). Occupational groups among the top seven with high concentrations of part-time jobs are Building and Grounds Cleaning and Maintenance, Sales and Related, Office and Administrative Support, and Transportation and Material Moving. The seven occupational groups include the following:

- Building and Grounds Cleaning and Maintenance Occupations (30%) – 71% of these are part-time;
- Healthcare Support Occupations (10%);
- Sales and Related Occupations (10%) – 71% are part-time;
- Food Preparation and Serving Related Occupations (8%) – 84% of these are part-time;
- Office and Administrative Support Occupations (8%) – 41% of these are part-time;
- Production Occupations (5%); and,
- Transportation and Material Moving Occupations (4%) – 56% of these are part-time.

For a complete listing of the estimated full-time, part-time, and total vacancies in LWDA #14, by SOC Code, the reader is directed to the VEC's www.VirginiaLMI.com website. Once there go down the opening page to the "New LMI Products" Section and click on the "2015 Virginia Workforce Development Survey" hot link. The data for LWDA #14 is on page 96, Table 70.

iii. The knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in, in-demand industry sectors and occupations.

In today's competitive workplace, the success of employees and employers alike depends on a strong workforce comprised of people with not only the academic and occupational skills required for the job, but also the essential work maturity or soft skills to survive, thrive and compete. Essential workplace skills include effective communication, dependability, attitude, and more, all of which add up to professionalism on the job and a desire to help the company succeed.

Within the GPWDB's One-Stop service delivery system, locally known as Peninsula Worklink, the Workplace Excellence Series © is employed to equip our adult and dislocated worker job seekers with the work maturity skills employers want in their workforce. This training program was developed through a public/private partnership (Anne Arundel Workforce Development Corporation and WorkNet Solutions) with employer input and vetted across industries.

The Workplace Excellence Series is designed to help people understand and put into practice the essential workplace skills that employers demand today. The

program includes modules that can be delivered either individually or in a series, that address ten different skill areas to include the following:

- Adaptability – navigating success in the changing workplace;
- Communication Ability – verbal & non-verbal (body language) communications;
- Dependability – maximizing your time in the workplace;
- Present Ability – displaying the image of your workplace;
- Reasonability – managing your mindset in the workplace;
- Respectability – thriving in the multi-generational workplace;
- Suitability – fitting into the culture of the workplace;
- Transition Ability – making smooth job transitions;
- Workability – handling the realities & expectations of today's workplace; and,
- Write Ability – written communications in the workplace.

Peninsula Worklink Staff also utilize, as needed, the Northstar Digital Literacy Assessments, ACT WorkKeys Fit, Performance and Talent assessments prior to making any vocational training recommendations. This assessment package also helps to prepare participants to take and pass at a high level the Career Readiness Certificate, which is recognized by a number of area employers as an indication of workforce readiness.

The One-Stop staff, and other front-line partners are Certified Workforce Development Professionals and some are nationally certified as well. The PPBST team host regularly scheduled meetings, several of which are regional in approach,

with industry leaders as guest speakers and cover a variety of topics such as the Workforce Opportunity Tax Credit (WOTC) and Registered Apprenticeships.

b. Workforce Supply Analysis.

Provide a descriptive analysis of the regional workforce.

The following information on the regional workforce was taken from the report, “Hampton Roads State of the Workforce, 2016,” which was produced by Emsi.

Population Trends

The demographics of a region affect the size and composition of the labor force and its overall economy, and vice versa. Hampton Roads is home to more than 1.7 million residents and its population differs from the rest of the state in some ways - lower population growth rates, a slightly older population, and greater racial diversity, to name a few. By some measures, the economic performance of this southeastern portion of Virginia mirrors that of the state. For instance, the area’s recovery from the recession as represented by growth rates in people employed, jobs, and business establishments are all on par with the state’s overall performance.

While the populations of Hampton Roads, the state of Virginia, and the nation have risen since 2005, growth rates have not been equal. The pace of growth in population for the United States and Virginia has slowed slightly since 2005, whereas Hampton Roads population grew at a faster pace than the previous five years. Over the past decade, however, Virginia’s growth has outpaced that of the Hampton Roads Region and the nation.

Within Hampton Roads’ and specifically within LWDA #14, population growth was led by the City of Williamsburg and James City County both growing 9% the last five

years. Some of this population growth has stemmed from people migrating into the state for retirement as the percentage of residents 60 and over grew by two percentage points in the last decade.

Age

The median age of Hampton Roads residents is similar to the median ages for Virginia and the United States as displayed in Table b. 1. below:

Table b. 1. Median Age of Population, 2015

	<i>Median Age</i>
<i>LWDA #14</i>	<i>40</i>
<i>LWDA #16</i>	<i>38</i>
<i>Hampton Roads</i>	<i>39</i>
<i>Virginia</i>	<i>40</i>
<i>United States</i>	<i>40</i>

While Hampton Roads has the same percentage of adult population as Virginia and the U.S., the number of individuals in the population who are age 60 and older is slightly higher in LWDA #14 at 20.8% than in LWDA #16 at 17.8%.

The demographic composition of the population as characterized by age directly affects the composition of the labor force. The baby boomer generation differs from earlier generations in that, as a group, they are working longer. Given this trend, the share of the older labor force is expected to grow in the coming decade. There could be an economic drag if a large segment of the population moves from a younger age demographic with higher participation rates to an older age group with lower participation rates, potentially slowing growth in the labor force.

Within the local area, Williamsburg saw a 20% increase in the demographic cohort aged 60 or over in the last five years. Overall, Hampton Roads experienced a 13% increase in population over the age of 60 during that period, comparable to the 12% increase in the state and 11% increase in the U.S.

The proportion of jobs staffed by older workers has grown significantly since the middle of the last decade. Factors playing into this phenomenon include but are not limited to the following:

- Baby boomer cohort is aging;
- The growing attraction of many Hampton Roads communities to older individuals;
- A need or desire by those near retirement age to continue working and recover or grow their retirement savings lost in the recession;
- An improved health care system that allows people to work longer; and,
- Changing lifestyle decisions where many are choosing to work later into life than previous generations.

Demographics of the employed in the state are steadily changing. While the number of late-career workers has risen, the proportion of workers between the ages of 30 and 54 has declined. In 2014, 23% of all jobs were occupied by someone aged 55 or older—up from 16% percent in 2005.

For younger workers, having a job is important for building job skills and credentials as well as for beginning to accumulate wealth. The percentage of workers 29 or younger in Hampton Roads has declined since 2005. Some potential reasons for this decline may include:

- Difficulties finding employment due to the recession;
- Rising educational attainment delaying employment; and,
- An increase in older workers making it difficult for youth to compete for jobs.

During the recession and for years afterward, many young workers found fewer opportunities in shrinking industries like construction and manufacturing and went instead to work in lower-paying retail and food service jobs. Others, in response to the lagging economy, chose to attain more education or left the workforce all together. In coming years, this may change as millennials increasingly reach prime working age.

Diversity

Diversity in the workforce can be a driving factor in helping businesses appeal to larger markets and customer preferences. A variety of backgrounds and experiences that can be found in diverse employee groups bringing more creativity into the workplace. Many local economies have economic development efforts that seek to attract a diverse population base in efforts to increase local entrepreneurship and grow local creative endeavors, such as, in the arts.

Hampton Roads has a more diverse population base than either the state of Virginia or the country partly due to the large share of federal government jobs which attracts people from all over. Nearly 45% of Hampton Roads citizens identify themselves as ethnic or racial minorities, compared to slightly less than 40% statewide and the nation overall.

Organizations and communities stand to gain several benefits from having a diverse workforce. Many firms experience growth in market share or are able to penetrate new markets or experience rises in innovation with increasing diversity. Likewise, many

communities have achieved greater success in attracting creative, skilled talent as their communities grow more diverse. Table b. 2. Below shows that working residents who classify themselves as ethnic or racial minorities comprised approximately one-third of the Hampton Roads workforce.

Table b. 2. Racial Make-up of Working Residents, Hampton Roads

	<i>Percent of Working Population</i>	
	<i>2010</i>	<i>2014</i>
<i>White</i>	<i>64.3%</i>	<i>63.5%</i>
<i>Black or African American</i>	<i>30.3%</i>	<i>31.0%</i>
<i>American Indian or Alaska Native</i>	<i>0.4%</i>	<i>0.1%</i>
<i>Asian</i>	<i>3.7%</i>	<i>3.6%</i>
<i>Native Hawaiian or other Pacific Islander</i>	<i>0.1%</i>	<i>0.1%</i>
<i>Two or more race groups</i>	<i>1.3%</i>	<i>1.5%</i>

Poverty

There is not a strong link between poverty and the unemployment rate. How strong the link is, depends critically on how we measure poverty. And during the past two decades, researchers have identified numerous shortcomings in the government's official procedures for determining the extent of poverty. The Hampton Roads region affirms this standing at a low unemployment rate of 4.9% in 2015 while the poverty rate is 13%, according to recent numbers.

However, poverty rates are used to help gauge the health of regional economies because it is felt that as the economy grows so does employment and income growth. Lower-income households may benefit when labor markets tighten and wages rise for

lower-skilled occupations. Poverty rates for both LWDA #14 and #16, as well as for Hampton Roads, Virginia, and the United States all, in the past decade, moved up during the last recession and continued to climb a number of years into the recovery. About 13% of the Hampton Roads population lives in poverty, which is slightly more than for the state (12.0%), but remains three percent below the U.S. average (16%).

Poverty is especially hurtful to children as they can be more impacted by hazardous or unhealthy living conditions, poor education opportunities, and other risks. These risk factors may impact physical or emotional development, which may further reduce the acquisition of skills required for a career and a steady income.

One in three persons living in poverty in Hampton Roads is under the age of 18. Hampton Roads childhood poverty rates were near 20% in the recent year, exceeding that for the state at 16% but lower than the nation at 22%. During the most recent recession, the number of Hampton Roads children living in poverty rose 11% (7,200 children) from 2010-2015; a significant increase from the preceding five years when it declined nearly 6% in the region.

i. Current labor force employment and unemployment data.

The Hampton Roads region had 853,540 residents in the labor force in 2015. That is only 0.5% greater than in 2010, or 4,420 residents. Pre-recession, the labor force was growing at a fairly consistent rate average of over 1% annually. The recession took its toll on residents as labor force numbers dropped by 2% and fluctuated throughout the recession and continue to do so. Subsequent to a 3.5% increase registered in 2010, projected numbers for 2016 show a year over year change in the number of employed individuals of over -2.0%. Thus far, the data

does not show any signs of stabilizing in 2016. However, these numbers are preliminary and often change during the benchmarking season (February 2017).

The large fluctuations in the labor force indicate an uncertain market for job seekers and have as a result caused many discouraged job seekers to exit the labor force. According to the U.S. Census' Annual Social and Economic Supplement to the Current Population Survey 2004-2014, the largest differences for the reason people were not working compared to ten years ago was a large influx of retirements followed by going to school and becoming ill or disabled.

Unemployment Rate

After an unprecedented rise during the recession and its prolonged recovery, the unemployment rate in the Hampton Roads region has declined in recent years. By 2015, the region had an average unemployment rate of 4.9% compared to 4.4% statewide and 5.3% nationally. This was a decline of 3.3 percentage points from 2010 but still elevated from its pre-recession rate of 4.0% in 2005.

The Virginia and Hampton Roads economies have consistently experienced lower unemployment rates than the U.S. The relatively low unemployment rate can be attributed to a healing economy coupled with a shrinking of primary age wage earners participating in the labor force.

Typical of many areas across the country, unemployment rates vary across a region. Within LWDA #14, the city of Poquoson had the lowest 2015 unemployment rate of 3.8% followed closely by Gloucester County at 4.1%. Within LWDA #16, Southampton County recorded an equally low rate of 4.0%. The areas with the

highest unemployment rates in LWDA #14 included the city of Williamsburg at 6.3%, followed by Hampton at 6.0% and within LWDA #16, Portsmouth at 6.2%.

ii. Information on labor market trends.

As previously noted, LWDA #14 began to experience employment decline associated with the Great Recession in the second quarter of 2008. This decline advanced at an accelerated rate through the first quarter of 2009 and reached its trough in the first quarter of 2010. From the first quarter of 2012 through the second quarter of 2013, employment grew at a steady pace but has since generally posted modest declines over the most recent nine quarters. As of the third quarter of 2015, employment remains well below the previous peak.

Also of note, is the labor force participation rate. This measure is the share of population (16 years+) that is either working or actively seeking work. Across the country, the labor force participation rate has been steadily declining for the past 15 years. The trend continues with nearly a two percentage point net decline between 2010 (64.3) and 2015 (62.6). Some economists have attributed this to the recession followed by the unusually slow recovery that caused some workers to become discouraged and permanently drop out of the labor force, particularly the younger working-age cohorts, coupled with the demographic shift of an aging workforce, resulting in a structural shift in our labor force dynamics compared to cyclical.

In 2015 Hampton Roads posted a 66.4% labor force participation rate which was nearly four percentage points higher than the nation, indicating a higher level of participation which may also help to explain the region's lower unemployment rate. As to which age groups have seen the largest declines in participation of the

workforce, the recession affected those age groups entering the labor force for the first time the most, followed by the larger conglomerate of those ages 25 to 59 and, particularly, the prime-age wage earning groups, 35- to 44-year olds.

iii. Educational and skill levels of the workforce, including individuals with barriers to employment.

As was noted in the Emsi Report, long-term changes in educational attainment cause structural change in the economy. Regional increases in educational attainment in the past decade can be considered a structural change with a permanent impact on the labor market. Hampton Roads residents have an advantage in that more than one-third have completed some college or hold an associate's degree.

The percentage of Hampton Roads adults who do not have a high school education is lower than for the state or country. According to the data, the number of workers who have not obtained a high school diploma is 10% (9% in LWDA #14 and 10% in LWDA #16) within the region as compared to 13% statewide and 14% nationwide. The data also reveal that a larger percent of the 25 and over cohort have some college or associate's degree, indicating a skilled workforce well-prepared for technical careers (35% in Hampton Roads versus 27% statewide and 29% nationally).

c. SWOT Analysis

Provide a descriptive analysis of workforce development activities.

The following information is taken from the previously cited Emsi "Hampton Roads State of the Workforce, 2016" Report and details their finding in regards to post-secondary education levels within the Hampton Roads Region as well as information

that was garnered from the employer surveys that were conducted as part of the study. A number of charts, graphs, and tables are included in the full report which provide more detailed data for both LWDAs #14 and #16 respectively.

i. Education and training in the region.

Between 2005 and 2010, regional enrollment in degree-granting postsecondary institutions in Hampton Roads climbed by 6.2% a year, which was comparable to the statewide increase of 6.0%. However, between 2010 and 2015, the number of postsecondary graduates in the region slowed to a 3% average annual growth rate. In terms of actual number of students, this translates into more than 27,000 new postsecondary graduates annually.

Residents in nearly every community in the Hampton Roads region have made significant strides to advance their education and skills over the past decade. Community enrollment increased in every locality in recent years. Both LWDAs within the region had an especially large community college enrollment concentration for their populations in 2015, driven by strong attendance at Tidewater Community College (4,075 completions) Thomas Nelson Community College (1,607 completions), and Rappahannock Community College/Glenn's Campus (437 completions). LWDA #14 also had strong completion numbers from colleges and universities to include graduates from Christopher Newport University, the College of William and Mary, Hampton University, Strayer University, Brian and Stratton College, Stratford College, Virginia Tech, the University of Virginia, Old Dominion University, George Washington University, and ECPI University.

ii. Strengths and weaknesses of workforce development activities.

Table c. 2. below, illustrate the most significant gaps that exist between Hampton Roads' educational institutions and regional occupational openings. The association between program completions and occupations can vary significantly. It's quite common that multiple educational programs may train for a single occupation. For example, there are five unique educational programs which train for general and operations managers. In other cases, the association of a program and occupation is both specific and direct. For instance, to become a nurse there is typically one option: the registered nursing program.

Conversely, some occupations do not require a specific educational pathway (i.e. retail occupations). It is for this reason that, as a matter of policy, the GPWDB is willing to invest training funds in a variety of occupational training programs that can lead job seeking customers into upwardly mobile employment within any viable sector of the local economy offering such employment opportunities.

Table c. 2. also shows occupations at the 6-digit SOC level that typically require at least an associate's degree. The occupations shown had at least a base of 1,000 jobs in the Hampton Roads region in 2015 and have projected jobs growth by 2025. These parameters were chosen to highlight the growing occupations in Hampton Roads that require postsecondary degrees and will be most impacted by workforce shortages. The occupations are sorted by the gap between 2015 openings and 2015 completions in relevant educational programs in Hampton Roads.

Teaching occupations are responsible for five of the top ten most significant gaps, representing a total need for more than seven thousand qualified teaching

professionals. Hampton Roads' healthcare industries also face several noticeable workforce needs. The largest single gap is found in registered nursing, with a difference of 4,460 between openings and completions. Physicians and surgeons, with median hourly earnings of \$92.86, also face a gap of 820.

The table also reveals that several of Hampton Roads' most significant industry clusters have unmet needs in their workforce. The number of openings for software developers (systems and applications) and computer systems analysts exceeds regional completions by over 2,300. Likewise, Hampton Roads' manufacturing and ship building industries must attract engineering talent from outside the region. The gaps for civil engineers (816), mechanical engineers (722), electrical engineers (369), nuclear engineers (355) total to over 2,200 unmet openings. These occupations, with educational requirements for entry and relatively high median hourly earnings, represent the growing workforce needs facing Hampton Roads' employers.

Table c. 2. Supply, Demand and Job Growth by Occupation

SOC Code	Occupation	Supply-Demand				Jobs		
		Completions (2015)	Openings (2015)	Gap	Median Hourly Earnings	2015	2025	2015 - 2025 Growth
29-1141	Registered Nurses	1,388	5,845	-4,457	\$29.26	14,182	16,339	15.2%
13-2011	Accountants and Auditors	331	2,872	-2,541	\$31.47	6,798	7,681	13.0%
25-2021	Elementary School Teachers, Except Special Education	153	2,401	-2,248	\$28.26	7,098	7,659	7.9%
11-1021	General and Operations Managers	1,770	3,584	-1,814	\$51.65	9,278	10,352	11.6%
25-1099	Postsecondary Teachers	981	2,382	-1,401	\$27.13	7,491	8,381	11.9%
25-2011	Preschool Teachers, Except Special Education	46	1,354	-1,308	\$13.32	2,828	3,250	14.9%
13-1199	Business Operations Specialists, All Other	25	1,198	-1,173	\$33.75	6,489	6,849	5.5%
15-1132	Software Developers, Applications	254	1,338	-1,084	\$42.65	3,572	4,293	20.2%
25-2031	Secondary School Teachers, Except Special and	479	1,554	-1,075	\$28.36	4,433	4,775	7.7%
25-3098	Substitute Teachers	75	1,148	-1,073	\$13.01	3,862	4,142	7.3%
29-1069	Physicians and Surgeons, All Other	159	982	-823	\$92.86	1,978	2,350	18.8%
17-2051	Civil Engineers	48	864	-816	\$38.43	2,012	2,168	7.8%
13-1071	Human Resources Specialists	177	979	-802	\$28.11	3,226	3,353	3.9%
25-2022	Middle School Teachers, Except Special and Career/Technical Education	407	1,163	-756	\$26.38	3,450	3,712	7.6%
17-2141	Mechanical Engineers	111	833	-722	\$40.24	1,859	2,019	8.6%
15-1121	Computer Systems Analysts	345	1,033	-688	\$39.24	2,707	3,329	23.0%
13-1161	Market Research Analysts and Marketing Specialists	105	771	-666	\$25.21	1,954	2,458	25.8%
21-1021	Child, Family, and School Social Workers	162	812	-650	\$20.58	2,055	2,325	13.1%
21-2011	Clergy	133	779	-646	\$19.40	1,604	1,978	23.3%
13-1151	Training and Development Specialists	19	621	-602	\$29.34	1,693	1,864	10.1%
15-1133	Software Developers, Systems Software	258	811	-553	\$47.33	2,572	2,946	14.5%
11-3031	Financial Managers	106	597	-491	\$55.13	1,592	1,765	10.9%
29-2021	Dental Hygienists	58	543	-485	\$33.97	1,051	1,386	31.9%
23-2011	Paralegals and Legal Assistants	103	549	-446	\$19.96	1,609	1,731	7.6%
11-9111	Medical and Health Services Managers	268	713	-445	\$43.70	1,453	1,750	20.4%
29-2011	Medical and Clinical Laboratory Technologists	26	439	-413	\$25.08	1,016	1,184	16.5%
29-1051	Pharmacists	66	465	-399	\$61.16	1,339	1,469	9.7%
21-1014	Mental Health Counselors	436	816	-380	\$20.38	1,886	2,260	19.8%
11-9032	Education Administrators, Elementary and Secondary School	191	568	-377	\$38.92	1,420	1,517	6.8%
17-2071	Electrical Engineers	69	438	-369	\$38.36	1,385	1,461	5.5%
17-2161	Nuclear Engineers	0	355	-355	\$37.83	1,100	1,112	1.1%
27-2022	Coaches and Scouts	375	680	-305	\$14.06	1,316	1,510	14.7%
21-1012	Educational, Guidance, School, and Vocational Counselors	228	512	-284	\$24.68	1,521	1,671	9.9%
13-1081	Logisticians	0	257	-257	\$35.47	1,475	1,489	0.9%
29-2034	Radiologic Technologists	131	379	-248	\$25.82	1,144	1,282	12.1%
17-2072	Electronics Engineers, Except Computer	69	307	-238	\$43.39	1,198	1,198	0.0%
25-2052	Special Education Teachers, Kindergarten and Elementary School	107	331	-224	\$29.05	1,098	1,177	7.2%
23-1011	Lawyers	346	558	-212	\$46.19	2,229	2,322	4.2%
25-3099	Teachers and Instructors, All Other	419	600	-181	\$23.80	1,918	2,128	10.9%
13-1041	Compliance Officers	137	279	-142	\$31.12	1,329	1,407	5.9%
27-3031	Public Relations Specialists	323	261	62	\$25.50	1,019	1,149	12.8%
15-1199	Computer Occupations, All Other	466	390	76	\$41.27	2,279	2,325	2.0%
17-2199	Engineers, All Other	443	342	101	\$46.55	1,398	1,422	1.7%
13-1111	Management Analysts	1,724	1,519	205	\$40.02	5,870	6,496	10.7%
15-1142	Network and Computer Systems Administrators	917	588	329	\$38.50	2,478	2,696	8.8%
11-3021	Computer and Information Systems Managers	942	491	451	\$62.56	1,568	1,848	17.9%
13-1051	Cost Estimators	1,845	829	1,016	\$27.87	2,051	2,213	7.9%
11-9199	Managers, All Other	2,058	914	1,144	\$38.45	3,023	3,223	6.6%
11-1011	Chief Executives	1,860	252	1,608	\$76.44	1,068	1,115	4.4%

iii. Capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

The education levels of Hampton Roads residents and labor force are highly competitive. The Hampton Roads population has higher percentages of high school graduates and people who have attended some college or have an associate's degree. There are fewer (as a percent) people who do not have at least a high school diploma. The percent of people who have college or graduate degrees is lower than for the state. This would seem to indicate a population well-suited to trades, which dominate the occupational needs of Hampton Roads employers and is well within the capacity of the workforce development and education systems.

One area of concern to employers, as well as an opportunity for the region, is helping exiting military personnel transition into civilian jobs. Identifying skills and helping people translate them into civilian employer requirements is one area for improvement that has been a focal point for the workforce development system.

The eight industry clusters (Advanced Manufacturing, Ship Building and Repairing and Boat Building, Food and Beverage Manufacturing, Port Operations, Logistics, and Warehousing, Life Sciences, Business and Consulting Services, Information Analytics and Security, and Tourism and Recreation) examined in the Emsi report represent industries that offer a strong future for the Hampton Roads economy.

Combined, they represent about 15% of the Hampton Roads gross regional product (GRP). These industries offer diverse opportunities for Hampton Roads

residents in that many key occupations require little formal education, while just as many other key occupations require at least a college degree. This range allows Hampton Roads residents the ability to earn a living regardless of educational choice or background.

The business representatives surveyed for this study indicated that worker retention is perhaps a bigger issue than recruitment. This, of course, places greater importance on the ability of the workforce development system to provide meaningful work maturity or soft skills training.

On the other side of the coin, workers prefer steady, high-paying, full-time jobs, but this region is highly reliant on government contract work. Contract work can be cyclical and sporadic, and employers may prefer to hire temporary help or less-than full-time to meet the swings in revenue which can present a challenge for the workforce development system.

Most business people interviewed said that diversifying their customer base to move away from being so reliant on government contracts is a critical component of their business strategies. Aside from this regional thematic market concern, hiring people with essential work skills, such as good communication skills or problem-solving initiative, was among their main concerns. In this regard, most are very interested in seeing more worker training provided by workforce boards or community colleges; and toward this end, the GPWDB is pursuing those strategies previously enumerated in Section II, 1. a. iii. above.

d. Vision and Goals

The GPWDB's strategic vision to support regional economic growth and economic self-sufficiency is summed up in the following statement that was adopted and approved by the Board: "All Greater Peninsula businesses have access to world class workforce talent."

To stay focused on this vision the Board has also adopted the following Mission Statement and Core Values which help to guide the work undertaken by the Board and its Administrative and Program Operations Staffs:

Mission Statement: "To provide human capital solutions through creative funding strategies and partnerships that keeps our region globally competitive and economically strong."

Core Values: The Greater Peninsula Workforce Development Board promotes a coordinated workforce development system consistent with the needs of business and industry that assures the success of the Greater Peninsula's workforce by incorporating the following core values:

1. Locally Designed, Market Based
2. Comprehensive
3. Collaborative
4. Quality Conscious
5. Customer Focused
6. Accountable
7. Standard of Living/Quality of Life

i. Goals for preparing an educated and skilled workforce including youth and individuals with barriers to employment.

- a. Goal I, address the demand driven workforce needs of small, medium and large employers in the Greater Peninsula.
- b. Goal II, align the supply of qualified skilled workers with current and future employer skill needs.
- c. Goal III, be the workforce development resource for the region's economic development efforts.
- d. Goal IV, increase awareness and improve access to workforce development information and services.

ii. Goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1).

The following goals were negotiated with the VCCS Workforce Development Services Office and were approved 11/30/16 for LWDA #14 for Program Years (PY) 2016 and 2017.

<u>Adults</u>	<u>LWDA 14</u>
Employment 2nd Qtr. after Exit	65.5
Employment 4th Qtr. after Exit	71.3
Median Earnings 2nd Qtr. after Exit	\$3,795
Credential Attainment, 4 Qtrs. after Exit	61.0
<u>Dislocated Workers</u>	
Employment 2nd Qtr. after Exit	75.4
Employment 4th Qtr. after Exit	74.9
Median Earnings 2nd Qtr. after Exit	\$4,356
Credential Attainment, 4 Qtrs. after Exit	64.0
<u>Youth</u>	
Employment 2nd Qtr. after Exit	63.0
Employment 4th Qtr. after Exit	61.0
Credential Attainment, 4 Qtrs. after Exit	52.5

e. Strategy and Partnerships

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

As was noted in section 1. d. Vision and Goals, the GPWDB's strategic vision is that, "All Greater Peninsula businesses have access to world class workforce talent." To achieve this vision four goals were established that will require all of the Peninsula'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.

The first goal was to address the demand driven workforce needs of Peninsula employers, regardless of the size of their business. The second goal was to align the supply of qualified workers with the current and future needs of area employers.

Taken together, these first two goals are designed to place the GPWDB as the go to workforce development resource for the local area's economic development efforts; our third goal. Likewise, while this goal is immediately focused on the workforce needs of the Greater Peninsula local area, the GPWDB is cognizant of the role it is expected to play, in this regard, with Opportunity Inc., LWDA #16, to meet the needs of employers throughout the broader Hampton Roads Region.

Goal four is designed to increase the awareness and improve access to workforce development information and services for all job seekers and incumbent workers, especially for those with barriers to employment and education, as well as for

employers. This again will require close coordination with all of our partner agencies throughout the local area and broader region.

To accomplish these goals will require the utilization of a sector/career pathways approach which incorporates the following strategies:

1. Intensive screening of program applicants for motivation and readiness;
2. Sector appropriate pre-employment and career readiness services, including orientation to the sector and career advancement coaching;
3. Sector specific occupational skills training aligned with employer needs and leading to certifications and other industry recognized credentials that are in demand in the local and regional labor market;
4. Sector specific job development, placement, and other related business services based on strong relationships with employers;
5. Post-employment retention and career advancement services, including ongoing contact, coaching, skills training, and rapid reemployment help if needed; and,
6. A branding and marketing initiative that promotes the availability of these services and the collaborative work of the local boards with their partner agencies and organizations.

f. Additional Strategic Elements

Additionally, the local plan must address the following elements per the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(F) which states that each workforce development board shall develop and execute a strategic plan designed to combine public and private resources to support sector strategies, career pathways, and

career readiness skills development. Such initiatives shall include or address the following:

i. A regional vision for workforce development.

As articulated in the Hampton Roads Regional Economic Development Strategy, dated September 2015, 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 GPWDB’s vision is clearly in step with this regional vision which, likewise, aligns with the Commonwealth of Virginia’s vision for workforce development as expressed in its WIOA Combined State Plan, “We envision a Virginia where every business has access to a qualified, job-ready workforce and every Virginian has the skills needed to connect with meaningful employment and advance in a career.

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 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; and,
7. Maintain an open year round training vendor application process to benefit changing market needs.

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

As was noted in f. ii. 2. above, 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, that 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 efforts in this regard.

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

The GPWDB's Federal Division Administrative 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 Peninsula Worklink 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 GPWDB's Federal Division Administrative Staff.

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 GPWDB's Public/Private

Partnership Division, it's Federal Division, and it's One-Stop Operator. The goal of this effort will be to insure 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 GPWDB 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.

Through its Public/Private Partnership Division and its Federal Division, the GPWDB 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, NEG's, and Secretary's Discretionary Grants). Likewise, the Public Private Partnership Division 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 within LWDA #14 and jointly with other neighboring local Boards (i.e. Opportunity Inc. the Crater LWDA, & the Capital LWDA).

2. Local Workforce Development System Elements

a. Programs/Partners Overview

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

i. The programs that are included in the system.

LWDA #14 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, and Job Corp;
- WIOA Title II Adult Education and Literacy;
- WIOA Title III Wagner-Peyser (VEC) to include DOL Vets; and,
- 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; and,
- Department of Labor & Industry Registered Apprenticeships.

ii. How the Local WDB will support the strategy identified in the State Plan under § 676.105.

As was noted in Virginia’s CSP, it is the state’s intent to employ what has been termed “Foundational Strategies” and “Coordinating Strategies” to facilitate the development of an aligned, coordinated and comprehensive workforce development

system as outlined in Section 676.105 of the WIOA Final Rule. Acknowledging that while there is a history of collaborative engagement and complimentary initiatives among the state's allied workforce development agencies and organizations, the public workforce system, as it presently exists, continues to be fragmented or disjointed and ripe for improvement.

Toward that end, the GPWDB will utilize the Foundational and Coordinating Strategies and their component elements, as described in the CSP, to help guide their efforts at the local and regional levels to achieve the degree of alignment envisioned by the state. As noted in the CSP, Foundational Strategies are "inward facing," and instrumental in supporting how system partners will work with each other. As a consequence, they will be used to help determine the Board's committee structure and membership as well as define their purpose, goals, and objectives.

Coordinating Strategies are "outward facing" and describe how the system will work as a whole to satisfy its job seeker and employer customers and other external stakeholders. To a large extent this will require the Board's committees and particularly its Executive Committee to develop plans and policies on actionable labor market information or intelligence, which holds system partners accountable, and employs an effective feedback mechanism that provides both a qualitative and quantitative analysis of how well the system is working.

- iii. How the Local WDB will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment.**

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 GPWDB's various committees as may be appropriate to their areas of interest and authorizing legislation.

iv. How the Local WDB will collaborate with the community colleges.

The GPWDB has had a long and productive working relationship with Thomas Nelson Community College (TNCC). The TNCC President is a voting member of the Board and serves on its Executive Committee. The TNCC Vice-President for Workforce Services serves as a member of the Board's One-Stop Operator Team and will be working closely as a member of that team with the Board's new competitively procured One-Stop Operator, once that entity has been selected. 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, TNCC, Rappahannock Community College, as well as other community colleges within contiguous local areas, are GPWDB Eligible Training Providers.

v. How the Local WDB coordinates and interacts with Chief Local Elected Officials (CLEO).

Pursuant to Section 15.2-1300, Joint Exercise of Powers by Political Subdivisions, of the Code of Virginia, 1950, as amended, the seven municipal and county governing bodies that represent the localities that comprise LWDA #14,

approved, effective January 1, 2000, an Intergovernmental Cooperative Agreement creating the Greater Peninsula Workforce Development Consortium.

The purpose of the Consortium is to carry out all of the duties assigned to the CLEOs under WIOA Title I. Principal among these duties is the responsibility to participate with the GPWDB in the planning, policy development, and oversight of programs authorized under the Act in support of workforce services for targeted (Youth, Adults, and Dislocated Workers) eligible populations. The Consortium approves the Board's annual budget and provides comprehensive oversight of the Board's activities to ensure that all partnerships are in place and functioning effectively.

Consistent with its legislative mandate, the Consortium serves as the WIOA Grant Recipient for LWIA #14 and as the Employer of Record for the PCFWD Federal Division which is tasked with providing staff support to enable the Consortium to carry out its WIOA responsibilities. Toward that end, the Consortium jointly undertakes the following activities with the Board:

- i. Appoint a Youth Council as a subgroup of the Board;
- ii. Develop a four-year strategic local plan;
- iii. Conduct oversight of the One-Stop system, youth activities, and employment and training activities;
- iv. Select/Dismiss One-Stop Operator(s) and training providers;
- v. Agree on Memorandum of Understanding between the Board and the One-Stop Operator(s); and

- vi. Negotiate and reach agreement on performance measurement levels and any additional local measures.

Working with the appropriate state agencies the Consortium is engaged in the following activities:

- i. Negotiate and reach agreement on state and local performance measures;
- ii. Agree on conducting regional planning activities in lieu of individual area planning requirements; and
- iii. Coordinate on state Rapid Response activities and disasters, plant closings, and mass layoffs.

Matters brought before the Consortium are resolved by a simple majority of the total votes cast by the Consortium's members. Taking into account the population distribution among the Consortium's seven member jurisdictions, a weighted voting system is utilized, with votes assigned to the representatives of each political subdivision as follows:

City of Hampton:	2	County of Gloucester:	1
City of Newport News:	2	County of James City:	1
City of Poquoson:	1	County of York:	1
City of Williamsburg:	1	Total Votes:	9

The Board and the Consortium enjoy a very close working relationship with all seven Consortium members serving as voting members of the full Board and of the Board's Executive Committee. The Consortium's Intergovernmental Cooperative Agreement and the Consortium and Board Joint Working Agreement are included under Attachments A and B.

vi. How the Local WDB meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

The PCFWD Federal Division shall provide on-going staff support for all of the GPWDB'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 insuring that service providers are meeting their legal/regulatory requirements, fiscal responsibilities, and all applicable administrative guidelines.

PVP monitoring, entails analyzing a service providers quantitative and qualitative accomplishments as measured against the metrics and time lines that were approved as part of their contract with the WDB.

Managerial monitoring is a logical extension of both compliance and PVP monitoring and involves examining the business practices employed by service providers to insure 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 time frame, that describes in detail the actions to be taken to remedy the deficiencies noted in the monitoring report. The corrective

action plan will be reviewed by appropriate Federal Division Staff to determine if it is adequate to resolve the problems noted and if so, will serve as a baseline for future monitoring efforts to insure that the corrective action proposed was actually implemented.

Within this framework, Federal Division Staff will place special emphasis upon the following activities as part of the WIOA monitoring process:

- i. Setting quality performance standards for one-stop centers and service providers;
- 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; and
- vi. Issuing system wide and agency-specific “report cards” to the GPWDB Executive Committee based on the results of its oversight activities.

The monitoring tool and current schedule in use by the PCFWD Federal Division’s Staff is included at Attachment J.

vii. How the Local WDB conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the Local WDB.

In accordance with Section 107 (e) of the Act, the WDB 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, in regard to the preparation of planning documents, copies of the draft plan are made available for review during a 30-day public review period, in the PCFWD'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 PCFWD's website. Individuals reviewing the plan are asked to submit any comments in writing so that they can be shared with both the Consortium and the Board. All written input received is made a part of the public record and included in the plan file.

b. Collaborative Strategies

Provide a description of how the Local WDB will work with entities carrying out core programs to:

- i. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.**

The Local WDB promotes all WIOA services and employment opportunities with community and mandated partners on a regular basis inside the Career

Resource Center, throughout the community with SNAP sites, with partner meetings, workshops, and co-case management of participants. The Local Re-entry council facilitates monthly (Returning Citizens) “New Beginnings” workshops. 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. 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.

The WDB also has an extremely robust relationship with their AARP Foundation/SCSEP partners and Job Corps partners. Additionally, through its One-Stop operations they support TNCC’s SNAP E&T program and co-enroll numerous Social Services participants from the local SS/Human services partners. Title I One-Stop Staff also offer intensive Soft-Skills (Work readiness) workshops for all WIOA training services participants.

ii. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

Career Pathways is a continuous evolving strategy that has been locally embraced to support workforce transitions from education into and throughout chosen careers. Pathways are designed to increase competencies for the Peninsula’s current and emerging workforce. 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.

Working in partnership with secondary schools, community colleges, economic development agencies, employers, labor groups and community based organizations, Career Pathways assists workers in learning about career ladders and lattices to progress into and through a career in both vertical movement 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 interconnectedness of careers and informs workers of the education, training and skill development required to accomplish their career objectives.

To identify the demand for highly skilled workers within LWDA 14, the competencies and training needed, the available workforce, and the skill gaps, the PCFWD Public/Private Partnership Division and Thomas Nelson Community College (TNCC) began a strategic Career Pathways Partnership with manufacturers, the public schools, and community partners in 2011. Under a grant from the Ford Foundation and the Virginia Community College System, the collaborative conducted a comprehensive labor market study in the summer/fall 2011 with SOAR, Inc., a Piedmont Triad research firm, that involved two surveys of the major manufacturers and confidential in-depth interviews with executive and manpower planners at each company.

The result of this effort was a document entitled, "The Skills to Succeed Inventory, Virginia Peninsula Career Pathways in Advanced and Precision

Manufacturing Technologies, 2012-2016.” This “inventory” while somewhat dated is still relevant and reflects a comprehensive study of the careers in the Manufacturing Sector on the Virginia Peninsula with the area’s top fourteen companies. In it, eleven Career Pathway Profiles representing 11,150 jobs in advanced and precision manufacturing technologies were identified.

Each of the profiles provided a description of the career in question, essential skills required, available classroom and or work based training opportunities/providers, application processes, current employers, and current career pathways. Employers identified the numbers of job openings in each of the careers anticipated to be available at their Peninsula locations in the next five years, and they specified the level of competencies needed in seven skill set areas (technical, computational, communication, technology [computer], workplace, professional, and science skills)

These profiles and this model’s approach have been used as a guide to engage industry and education in a discussion of how to re-engineer and expand current career pathways into high demand, high opportunity jobs, and how to develop and fund new pathways to meet the expected demand for a highly qualified technical workforce. The information from this study, along with other relevant tools and analyses is used to inform the assessment, career exploration, and counseling procedures employed by the region’s One-Stop Staff and the subsequent training decisions/commitments made on behalf of their customers interested in pursuing careers in Advanced Manufacturing. Likewise, this ground breaking work will serve as the model for similar future Career Pathways initiatives to be undertaken

in other local in-demand occupations in such industries as Health Care, Hospitality/Tourism, Professional/Scientific & Technical Operations, Maritime and Logistics, and Modeling/Simulation Occupations, among others.

iii. Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Integral to the Career Pathways approach adopted by the PCFWD and its One-Stop Partners is the acquisition of secondary and post-secondary academic and occupational credentials by participants enrolled in training as appropriate to their chosen career fields. Such credentials when supplemented with the receipt of a Career Readiness Certificate provide prospective employers with ample evidence of the individuals' work readiness and ability to quickly become a productive member of the employer's workforce.

Toward that end, beginning with the delivery of individualized career services, customer assessment leading to the development of individual employability plans and subsequent enrollment in training are targeted upon helping the participant to identify and achieve the credentials necessary to qualify for the position they are seeking within their chosen career field. This approach enables participants to take advantage of portable and stackable credentials to include non-credit certificates, Career Studies Certificates, industry recognized credentials, two year associates degrees, and four-year baccalaureate degrees consistent with WIOA's definition under Section 3(52). The GPWDC has established additional policy guidance to

assist with local interpretation of the federal requirement when making local application.

The GPWDB and its education and training partners are all committed to increasing the pipeline of skilled workers in industry sectors vital to regional and state economic development. The economic engines that drive the Peninsula's economy include Advanced Manufacturing, Health Care, Hospitality and Tourism. Added to these in-demand/high growth industries at the Hampton Roads Regional level are Aerospace and Aviation, Bio-science & Bio-medical, Corporate and Professional Operations, Maritime and Logistics, and Modeling and Simulation occupations.

To date the GPWDB working closely with TNCC and its other education and training partners, utilizing a variety of public and private funding have worked to put "pipeline" training programs in place within the Advanced Manufacturing, Health Care, and Construction occupations. In the past, additional work has been undertaken with our colleagues in LWDA 16 in support of the Transportation, Warehousing and Distribution industry as well as emerging Modeling and Simulation careers. Given the positive outcomes of this methodology (industry sector approach, utilizing career pathways that result in stackable credentials) we will continue to use it as the primary vehicle for the investment of workforce training dollars to produce the skilled workforce needed by area employers.

The GPWDB is also a strong supporter of the National External Diploma Program as well as the General Education Diploma program. They also encourage all training vendors to actively develop, update, and increase the number of

credentials offered that will in turn expand training options for career seekers and industry clusters on the Greater Peninsula.

c. Business Services

Provide a description of how the plan shall:

i. Specify the policies and protocols to be followed by all of the region's workforce development entities when engaging the region's employers.

The Greater Peninsula 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 Peninsula WDB supports the State Council's interest in establishing some fairly broad but uniform system-wide 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 Policy #13-01 and LWDA #14's current business services efforts, the Greater Peninsula has adopted a strategy of utilizing the same framework as presented under the original state policy to organize and articulate the WDB'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 WDB'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 “PPBST Annotated State Policy #13-01 Local Agreement.”

Since this annotated policy will essentially become the local WDB’s policy statement regarding the provision of business services, per state policy, the locally amended document will serve as a “turn-around agreement” for local partners to express and indicate their understanding and agreement with the Greater Peninsula’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 PPBST Annotated State Policy #13-01 Local Agreement will be updated, modified and re-executed with each participating agency as necessary.

Current list of PPBST participating agencies includes:

- AARP Foundation/SCSEP
- Department for Aging and Rehabilitative Services
- Department for the Blind and Vision Impaired
- Hampton Department of Human Services
- Hampton Roads Small Business Center
- New Horizons Regional Education Centers
- Newport News Department of Human Services
- Peninsula Council for Workforce Development

- Peninsula Regional Education Program
- Peninsula Worklink
- Southeast Virginia (SEVA) Rapid Response
- Thomas Nelson Community College, Workforce Development
- Virginia Dept. of Behavioral Health and Development Services
- Virginia Employment Commission
- York-Poquoson Department of Social Services

ii. Address how the region's workforce entities will involve employers in the formation of new workforce development initiatives.

In terms of involving employers in the formation of new workforce development initiatives, the GPWDB 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 PPBST 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 both LWDA #14 and #16 as they responded to the needs of the region's ship building and ship repair yards.

The GPWDB and its PPBST 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 WDB (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.

With the numerous economic development studies, mentioned previously, the industry cluster groups will be updated and engaged at a higher level beginning 2017 to reflect recent trends. The newest business service that will roll out early 2017 with our PPBST will be the expanded delivery of the Workplace Excellence Skills Training (WEST) across the entire Hampton Roads region, including Opp Inc., with new certified facilitators coming onboard late January. Many local business leaders are anxious to participate and to engage in this training.

iii. Identify what activities will be undertaken to address employers' specific workforce needs.

Beyond the critical involvement of multiple partner agencies as part of the broader BST, the Peninsula Worklink's in-house, core business unit is primarily comprised of representatives from the VEC and the WIOA One-Stop Staff, who are responsible for delivering all business services authorized under the respective Federal Statutes that they have been charged to carry out (WIOA, Wagner/Peyser, Trade Act, Veterans Services, FUTA, LMI, WARN Act, etc.) In addition to offering a broad array of business support services as described in the information partner matrix/flyer (see Enclosure 1.), some of the more notable major business support activities include:

Veteran Employment Services

The BST and One-Stop System are committed to assisting transitioning military, National Guard, Reserve Component Members and veterans to successively transition into the local civilian workforce. Collectively, a number of 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.

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 a 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 GPWDB 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, SCORE, the Peninsula Technology Incubator, and the James City County Business and Technology Incubator, to name just a few. In addition, Board Staff plan to facilitate mentorship opportunities with local business leaders who may be willing to assist a new entrepreneur in a mentor relationship.

Provide a description of the strategies and services that will be used in the local area to:

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

Industry clusters are being re-invigorated and will focus on the recent reports that identify the primary clusters in the Greater Peninsula and Hampton Roads region.

We are currently partnering with the local incubators, Small Business Development Center, and the Angel Funding sources along with Economic Development partners and all local chambers to promote business expansion.

- v. Support a local workforce development system that meets the needs of businesses in the local area.**

The GPWDB has historically taken a multi-faceted, broad based approach to meeting 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. We also host our annual and nationally recognized Youth Career Expo with the Virginia Peninsula Chamber of Commerce on March 2, 1017 involving all local school systems, some school systems outside of our WDB region and a large number of businesses of all sizes.

vi. Better coordinate workforce development programs and economic development.

Our Local WDB 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).

vii. Strengthen linkages between the one-stop delivery system and unemployment insurance programs that 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 regional employers.

The Local WDB has a comprehensive One-Stop that includes a Resource Center staffed by partners from WIOA Title I, the VEC, AARP/SCSEP, Thomas Nelson 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 into the WIOA orientation and onto the OJT Program Coordinator. Additionally, the PPBST regularly promotes work based training solutions to business leaders and other stakeholders through various outreach activities. Currently the GPWDB is working, as a region, with Opportunity Inc., and area health care leaders, along with other WIOA partners to plan and host a May 4, 2017 "Regional Partner Healthcare Job Fair".

d. Economic Development Collaboration

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

In addition to the response provided in Section c. Business Services vi. above pertaining to the coordination of workforce development programs and economic development, the GPWDB supports all area Chamber of Commerce entrepreneurial and microenterprise events and has close working relationships with the area's Small

Business Development Center (SBDC). Additionally, the Board has strengthened its relationship with the Virginia Peninsula Chamber of Commerce's Young Entrepreneurs Academy (YEA!) and they, in turn, help market the Board's annual Youth Career Expo.

Also of note, the Board supports the Hampton University Incubator Program (HUI) as well as Newport News' "Tech Center Research Park." This new tech center houses over 25 small businesses and will in the future provide housing catering to millennials within the local workforce.

e. One Stop System

Provide a description of the one-stop delivery system in the local area, including:

- i. How the Local WDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.**

As noted in the Virginia Workforce Council Policy 05-01, Revision 2, dated November 10, 2009, continuous improvement is defined as the, "...systematic and ongoing improvement of products, programs, services and process by small increments and major breakthroughs. The goal is to improve outcomes for the customer by enhancing system-wide performance. This involves effective alignment of resources to achieve performance excellence and recognition of top performers within the system."

The GPWDB subscribes to this definition of continuous improvement in all aspects of the work that it and its staff undertake in the delivery of workforce development services within LWDA #14.

As applied to ensuring that eligible providers of services meet the employment needs of local employers and participants, continuous improvement is achieved by insuring 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 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 insure 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 insuring 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.

See Attachment E for the GPWDB's Eligible Training Provider Policy

ii. How the Local WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

In addition to the Comprehensive One-Stop location in Hampton, Peninsula Worklink is proud to have over 35 Shared Network Access Partners throughout the Greater Peninsula. These volunteer Career Services partners are trained twice a year and meet with key local community partners listed on our LWDA #14 Quick Reference Guides (211). Our Business Services & Community Relations Coordinator sends regular VEC openings, numerous recruitment events, and other workforce services information out to our SNAP site partners on a regular basis.

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, prior work history, and showcases the industry clusters for potential training on the Greater Peninsula. The Career Advisors also alert the visitors of the new VEC app that can be downloaded to any smart phone for career searches and job leads.

iii. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C.

12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

Peninsula Worklink is a state certified One-Stop and has met or exceeded requirements on accessibility. The One-Stop has two accessible work stations with ergonomic chairs, and a variety of software licenses to accommodate most limitations. Both DARS and DBVI have offices in the One-Stop where they meet with their clients, our co-case managed clients and with the One-Stop staff to share workforce information.

Of note, Board Title I Career Services Staff were asked, by DARS, to assist a US DOL contractor, Impaq International, to both assist on a national accessibility survey for all AJC/One-Stops as well as to host two different private focus groups with individuals with disabilities (IWDs) to determine how One-Stops across the country are serving IWDs and what can be changed to improve services.

Peninsula Worklink also was honored by the Hampton Roads Inclusion and Diversity Consortium in October 2016 with the HEIDE Award. “The Hampton Roads Employer Inclusion and Diversity Initiative” Award recognizes and honors the outstanding contributions and achievements of local businesses and organizations. Individuals presented with this award represent businesses or organizations that exemplify diversity and inclusion practices and demonstrate results in their workforce, workplace, and marketplace.

iv. The roles and resource contributions of the one-stop partners.

The One-Stop service delivery system is presently operated under the auspices of a One-Stop Operator Team (OSOT) comprised of staff representing the GPWDB (WIOA Title I Career Services), TNCC Workforce Development, VEC, New Horizons Regional Educational Center (NHREC) and the Virginia Department of Aging and Rehabilitative Services (DARS). This arrangement has been formalized under the terms of an agreement between these respective parties, the local WDB and the Consortium of Local Elected Officials. However, effective July 1, 2017 this working arrangement will be modified with the addition of a competitively procured One-Stop Operator who will provide staff support for the OSOT.

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 Peninsula Worklink One-Stop Service Delivery System. As authorized by the local WDB, the contracted operator will be responsible for organizing and delivering integrated access to all required customer services through shared partner solutions.

As part of this arrangement, it should be noted that it is the intent of the GPWDB 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. Toward this end the Board will

be making application to the VCCS Workforce Development Office to obtain the Governor's concurrence on this arrangement.

All of the mandatory WIOA One-Stop programs will be represented as part of the One-Stop Operator Team (OSOT) to include the addition of the Peninsula Regional Education Program (WIOA Title II Adult Education and Family Literacy).

As described in the Operator Team's Agreement and the individual MOUs, all six agencies contribute to the shared funding, operation and staffing of the Peninsula Worklink One-Stop facility located in the Peninsula Workforce Development Center. Additionally, shared staffing is utilized at any other part-time, itinerant satellite centers that may be operating at any given point in time. See Attachment D for copies of the MOUs between the GPWDB and each of the One-Stop Partners.

v. The services provided by each partner mandated by federal and state law, and other optional partners.

Peninsula Worklink includes all of the following partners, who deliver such education, workforce development, and human services programs as they are individually authorized either under WIOA or other related federal or state legislation: the VEC and the Veteran Representatives, TNCC, NHREC, VA/DARS, Peninsula Regional Education Program (PREP), Literacy for Life, Southeastern Virginia Rapid Response, LWDA #14 Departments of Human Services, Job Corps, Small Business Development Center, and the AARP/SCSEP.

As appropriate, all partners are actively engaged in the delivery of both career and business services. As a matter of policy, the partners endeavor to work as one integrated unit emphasizing the “no wrong door” approach to working with all customers.

vi. The Virginia Workforce Center Operator for each site in the area.

The GPWDB is in the process of conducting a competitive procurement for a One-Stop Operator. It is anticipated that this solicitation will be completed by the end of the third quarter of PY '16 (March 31, 2017). Once completed, information regarding the selection of a One-Stop Operator will be forwarded to the VCCS Workforce Development Office for inclusion in the strategic plan.

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

Opened in 2001, the Peninsula Workforce Development Center (PWDC) is LWDA #14's primary comprehensive One-Stop facility, dedicated exclusively to addressing the workforce development needs of the area's citizenry and the employer community. The PWDC is located in Hampton adjacent to the TNCC Campus. On a smaller scale, a second satellite One-Stop satellite is being planned for the Historic Triangle, Upper Peninsula region serving the Williamsburg, James City County and northern York County communities.

At the PWDC in Hampton, four of the six partners that collectively comprise the One-Stop Operator Team are physically co-located in the facility. They include the WDB WIOA Title I staff, VEC staff (including Vet Reps), TNCC staff

and VDARS staff. Other partner agencies are present either virtually or physically on a scheduled itinerant basis.

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

In addition to these two centers, Peninsula Worklink has 35 Shared Network Access Point (SNAP) Sites throughout the LWDA region. While plans are being made to narrow the number of SNAP sites to a more strategic mapping of the high-functioning units, the continuing role of these sites in servicing targeted communities and neighborhoods is a critical element of the GPWDB's outreach. See Enclosure 2. for a list of the SNAP Site locations.

Provide a description of professional staff development strategies to include:

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

A senior One-Stop Staff Member has been designated as our LWDA's Learning Coordinator. In order to ensure that our One-Staff receive continuous training in workforce development practices, the Learning Coordinator has been assigned the following responsibilities:

- i. Review local WDP recertification requests;
- ii. Identify and track staff that are required to be certified & staff that have completed certification requirements;
- iii. Monitor staff's progress toward certification/recertification & provide encouragement;

iv. Alert State Coordinator of issues and concerns that can't be resolved locally;
and,

v. Assist the State to identify training opportunities.

x. 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 PCFWD/Federal Division 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 are part of the Federal Division's internal monitoring process to ensure that all required data elements are entered completely and in a timely fashion.

xi. 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 takes into account their level of experience in their position, 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.

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

See response to e ix. above.

f. Adult and Dislocated Worker Services Provided

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, to include:

i. Access to and delivery of career services (basic, individualized, and follow-up).

Public access to Basic Career services, without any eligibility screening, is available both physically, via the different service locations as previously described, and electronically, via access to the Peninsula Worklink's web-site and through external links to partner programs such as the VEC. Additionally, the State's Geographic Solutions Virginia Workforce Connections (VAWC) allows both job-seekers and employers to have unprecedented access to many of the on-line services offered either by the local Boards or by the state.

All Centers stand ready to provide whatever level of reasonable accommodations may be necessary to address any barriers associated with the special-needs of challenged program applicants. The Department for Aging and Rehabilitative Services, as an integral partner to the Operator Team, is always available to offer and provide expert guidance and assistance in special situations.

As previously noted, the One-Stop service delivery system will be operated under the auspices of the OSOT with the support of a competitively procured One-Stop Operator/Coordinator. Collectively, the One-Stop Operator Team offers WIOA authorized basic and individualized career services, training and follow up

to all WIOA eligible customers. In addition to the WIOA Title I services, each member agency of the One-Stop Operator Team provides customers access to their regular menu of services, consistent with their agency's program requirements and legislative mandates.

Individually the following services and support are provided by the One-Stop Team Members:

- The GPWDC serves as the LWDA's grant recipient for all WIOA Title I funds and exercises supervisory control over the Administrative and One-Stop Staff charged with carrying out the delivery of WIOA services. In this capacity it also provides municipal supported fiscal agent services through the City of Newport News for the Peninsula Workforce Development Center, which houses the GPWDB's Comprehensive One-Stop Center along with many other local community workforce development assets.
- TNCC provides support to the One-Stop through the provision of services offered by their Career Center, Flexible Manufacturing Lab, Center for Business and Community Services, ACT WorkKeys, and such other resources as are available through the community college system.
- The VEC offers Wagner-Peyser funded core level services along with all other mandated services authorized under the Wagner- Peyser Act, Unemployment Insurance, Veterans, and Trade/NAFTA legislation.
- The NHREC affords the One-Stop System with access to services available throughout the LWIA's six local public school divisions, Center for Apprenticeship and Adult Training, WIOA Title I Youth activities, as well as

various other continuing educational and mentorship training opportunities.

- DARS, the region's WIOA Title IV representative, provides the One-Stop partnership with tremendous expertise and support to insure that individuals with disabilities have equal access to all available One-Stop services. In the past, the GPWDB has also partnered with DARS, in the delivery of services to individuals being served through the Disability Employment Initiative (DEI) and is currently registered with the Social Security Administration as an Employment Network under the Ticket to Work Program.
- Peninsula Regional Education Program, offers instruction for adult learners in basic skills, GED® Certification, English skills acquisition, and workforce training to effectively prepare individuals for college, careers, and responsible citizenship.

Other partner services are also available to all customers accessing services through the One-Stop System, consistent with the description of services as outlined under each partnering agency's MOU.

As previously noted, in addition to the primary offices of the Peninsula's One-Stop System, the Operator Team also benefits from the important outreach that is provided by a host of One-Stop allied SNAP (Share Network Access Points) Centers distributed across LWDA #14's service delivery area. These 35 neighborhood centers, located in local faith and community-based organizations, provide information about and convenient access to a number of the core services offered through the local comprehensive One-Stop Center, in many of the local area's economically stressed communities.

The LWDB meets the needs of its adult and dislocated workers by providing a

One-Stop system that provides the full range of Basic Career, Individualized Career and Training level services as follows:

Basic Career Level Services (Self-Directed and Informational):

Outreach: All activities to encourage customer access to the system, One-Stop Centers, and partner programs.

Intake: The initial, basic information, which is commonly collected by all programs and is mandated by WIA and/or VCCS.

Orientation: Information to the customers on the One-Stop delivery system, on partner programs, and One-Stop Center services.

Initial Assessment: Determination of the customer's skill levels, aptitudes, and supportive service needs.

Job Search Assistance: Provide information on local labor market, occupational information, resource room access, and use of other tools such as computers to help customers find a job.

Placement: Staff of the One-Stop Centers will be actively involved in directly connecting the job seeker to an employer.

Counseling: Staff will provide information and counseling to customers for the purpose of helping the customer make appropriate choices about education, training, and career choices.

Supportive Services: Inform customers of the types of services available, eligibility, and method of access.

Individualized Career Level Services:

Comprehensive Assessment: Staff will use diagnostic testing and other assessment

tools; in-depth interview and evaluation, identification of barriers, development of individual employment plan's (IEP).

Case Management: Customer-centered approach designed to prepare and coordinate comprehensive employment plans, to provide job and career counseling and program follow-up.

Vocational Assessment: Administer tests which measure an individual's skills, abilities, interests, personality traits and other criteria to determine success in different occupational areas or specific jobs.

Resume Preparation: Provide individual or group training for customers who want to learn how to present their skills, education and previous work experience effectively in a written resume.

Other Services: The One-Stop Centers will provide Pre-employment guidance, job interviewing techniques, job readiness information, job search techniques, and placement activities.

Follow Up Services: Collect information on a customer's employment and other necessary information for WIOA reporting purposes.

Next Level of Services: Staff will determine eligibility and need for training services using WIOA regulations. Training services will be provided when interview, evaluation or assessment or case management has determined, that an individual is unable to obtain/retain employment through the provision of basic and or individualizes career services.

Training Level Services:

Occupational skills training, including training for nontraditional employment

On-the Job Training

Programs that combine workplace training with related instruction, which may include cooperative education programs

Incumbent Worker Training

Apprenticeship Training

Training programs operated by the private sector

Skill upgrading and retraining

Entrepreneurial training

Job readiness training

Adult education and literacy activities provided in combination with the services described immediately above

Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Other additional training services as approved by the Local Workforce

Development Board and Consortium

Relative to the services enumerated above, see the following attachments for more detailed information on GPWDB policies that guide the local delivery of these services: Attachment F, Individual Training Account Policy; Attachment G, On-the-Job Training Policy; and, Attachment H, Customized Training Policy.

ii. The area's definitions of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals.

For the employed Adult population, the GPWDB has defined Self-Sufficiency as equating to a minimum of 200% or more of the traditional HHS Poverty

Guidelines at either the family and/or individual level. However, under existing GPWDB policy, individuals with family income less than 150% of the current HHS guidelines receive partial-credit and individuals with income at or less than 100% of HHS guidelines receive full-credit for additional priority consideration when advancing to increasing levels of services.

For the Dislocated Worker population, the GPWDC has defined Self-Sufficiency as equating to not less than 85% or higher of the participant's average earnings at time of dislocation or 200% or more of the HHS Poverty Guidelines (individual level), depending on whichever basis is higher.

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

The GPWDB 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 GPWDB 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.

Additionally, the GPWDB has instituted a local Priority Consideration process for both Adults and Dislocated Workers, as described earlier, to ensure that consistent and equitable attention is given to prioritizing the needs of key target groups when access to funding and services is limited. The Adult policy in

particular when combined with some other locally established low income “service expectations” was developed in order to “operationally implement” the expectation that priority would be given to Low Income/Public Assistance recipients and those customers who are Basic Skills Deficient without arbitrarily precluding needed services to other eligible unemployed, underemployed and employed adults, consistent with all existing guidance and policies. The same rationale with differing priority attributes applies to the locally developed Dislocated Worker Priority Consideration policy given the limitation on available formula funding each year.

g. Rapid Response Coordination

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

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 local workforce areas 13, The Bay Area Consortium; 14, The Peninsula Council for Workforce Development; and, 16, Opportunity Inc. of Greater Hampton Roads.

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 most recent copy (December 16, 2016) can be found on the Thomas Nelson Community College website: <http://tncc.edu/workforce/business/seva> (source: SEVA-RR Coordinator).

Peninsula Worklink has a long tradition of participating in Rapid Response Activities along-side our primary partner agency, the Southeastern Virginia-Rapid Response (SEVA-RR) Regional Team. Taken as a whole this team is made-up of representatives from LWDA #14's 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 detail 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.

h. Youth Services Provided

Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities; and the following:

In regards to serving youth who are “Individuals with disabilities,” it is the Board’s policy to work closely with its DARS and NHREC Partners to insure that all WIOA Youth funded services are accessible in accordance with the requirements of the ADA and WIOA.

While additional information on local youth services is provided in response to the following subparagraphs, the reader’s attention is also directed to Enclosure 5 for plan input received from the Board’s youth service provider, the New Horizon’s Regional Education Center.

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

The GPWDB provides comprehensive services to eligible youth, including those with special needs and/or barriers to continued education and employment, through its contractual relationship with the NHREC for the delivery of WIOA funded in-school and out-of-school youth services. The NHREC works under the auspices of the Board’s the Youth Committee (locally known as the Education and Training Committee) and closely coordinates its activities with other PCFWD supported initiatives to include the Youth Career Café and the annual Youth Career Expo.

For many years, the Youth Career Café has been an innovative, mainstay activity providing area youth, regardless of their economic status, with information about and access to a vast array of basic career level type services and resources that will help prepare them for post-secondary educational opportunities and/or career opportunities in-demand within the Peninsula region. To a large extent, the Career Café has served as a specialized satellite office and extension of the GPWDB's One-Stop System with special concentration, emphasis and expertise all catering to the needs of the Peninsula's Youth population. And while the Youth Career Café is temporarily going through some restructuring and re-positioning, it's long-standing, important role to the local youth community is expected to re-emerge in the months ahead. Additional information on the services provided through the Youth Career Café is readily accessible at the Peninsula Council's website (www.pcfwd.org).

The Board greatly benefits from the proven leadership that comes from having an experienced Youth Committee. This committee was intentionally designed to retain and build upon some of the local expertise that existed from a preceding pre-WIOA youth focused organization locally known as the Peninsula Education Partnership.

This former Partnership was extremely active in coordinating many local youth employment and training initiatives including School to Work, Tech Prep, and various other vocational programs for many years prior to WIOA's enactment. Consequently, with only a few changes to its membership framework and formal re-organization as a subcommittee to the GPWDB, the former

Partnership has adapted and evolved into today's Education and Training Committee and continues to address the needs of Peninsula 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.

As the result of a formal competitive procurement the GPWDB has awarded a single, region-wide grant to the NHREC for the purpose of providing comprehensive and year-round integrated youth services to both eligible in-school and out-of-school populations. As part of this original grant solicitation and award and now the contract extension, all of the federally mandated program components have been included and fully integrated into the comprehensive design of the program's structure. It should be noted that a significant portion of the Grant Application Package used in the solicitation addressed the requirement for these mandated elements and how they are to be integrated into the overall design of the local program.

While most of these elements can be directly accessed, as needed, on-site at the NHREC, they can also be accessed through the NHREC's partnerships with other youth service organizations and local school divisions. Additionally, given New Horizon's impressive organizational history and role in the local community as a regional hub for broad-scale youth services, the WIOA funded Youth activities are able to benefit from long-standing and extensive relationships among youth stakeholder organizations that have been established over the years.

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 GPWDB included in its request for proposals and in the subsequent WIOA Youth Contract executed with the NHREC, requirements for the inclusion and provision of Work Readiness and Life Skills Training to all youth enrolled in either the in-school or out-of-school programs.

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

See the response to item ii. above.

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

The GPWDB 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 of 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 GPWDB's Youth Committee, the NHREC, and the local One-Stop System since New Horizons is a member of the One-Stop Operator Team.

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

The GPWDB has established the following definition for youth who are in need of 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:

- a. Enrolled in an eligible allied education program, but requires additional assistance and/or services beyond those offered by the program operator in order to successfully complete the activity or program; or
- b. 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 being encountered in obtaining a specific job); or, as the situation may warrant, 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.

- 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 GPWDB, either through pre-existing relationships between its youth service provider (the NHREC) and other youth service agencies or through

working relationships with other local youth service organizations, effects the requisite coordination needed to broaden the resources that can be leveraged to meeting the mutual needs of the Peninsula's youth services agencies.

Such coordination will focus on the following programs: The PCFWD's Public/Private Partnerships Division's Youth Career Café; Career and Technical Education, Career Pathways and other school to work programs operated by the LWDA's six Public School Divisions; GED Programs operated by CBOs and ABE entities; Job Corp Centers; Local Juvenile Ex-Offender Re-entry Councils; and other youth oriented programs provided by the local area's post-secondary educational 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. Additionally, 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.

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

Not applicable.

i. Supportive Service Provision

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

The Greater Peninsula WDB 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 WDB's interest in directing as much funding as possible to serving the direct training needs of eligible customers, the Greater Peninsula 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 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 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.

j. Training Services

Provide a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used; and the following:

i. How the use of such contracts will be coordinated with the use of individual training accounts.

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).

GPWDB 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.

GPWDB 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.

GPWDB 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 Local WDB determines that it would be most appropriate to contract with an institution of higher education or other 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.

GPWDB 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 Local WDB is considering entering into a Pay-for- Performance contract, and the Local WDB ensures that the contract is consistent with § 683.500 and 683.510.

GPWDB 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.

ii. How the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

While GPWDB 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.

GPWDB has instituted the mandatory use of a Customer Request for Training form that will document a customer’s understanding of all available training options and their rationale for choosing the training decision made.

k. Collaboration with the Community Colleges

Provide a description of how the Local WDB will collaborate local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

See the response provided in Section 2. Local Workforce Development System Elements, a. Programs/Partners Overview, iv. How the Local WDB will Collaborate with the Community College.

l. Collaboration with Education

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

See the response provided in Section 2. Local Workforce Development System Elements, a. Programs/Partners Overview, iii. How the Local WDB will work with Entities carrying out Core Programs and Other Workforce Development Programs to include Programs authorized under the Perkins CTE Act.

In addition to the response provided in the above noted citation, the Board's contract with its In-School/Out-of-School Youth Service Provider also places 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.

m. Collaboration with Adult Education and Literacy

Provide a description of how the Local WDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the Local WDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107 (d) (11) (A) and (B) (i) and WIOA sec. 232.

Peninsula Regional Education Program Staff as well as the Literacy for Life Partners (Adult Ed) work directly with Peninsula Worklink Career Planners and Career Advisers with regards 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 WDB 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 of the Board's partnering agencies were invited to provide input to the development of the strategic plan. Both the PREP and Literacy for Life Partners provided such input, which is included as Enclosures 3. & 4. to this document.

As per recent guidance provided by the Department of Labor's Employment and Training Administration, the GPWDB will assign its' Finance and Strategic Planning Committee to 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 make a determination as to whether the application is aligned with the local board's strategic plan and advise the GPWDB Executive Committee of its decision. The Executive Committee will act on this determination and make such recommendations as may be appropriate to the proper state agency overseeing this action.

n. Priority of Service

Provide a description of how the direction given by the Governor and the Local WDB to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600.

Consistent with the State's blanket determination during the WIA era that funding to serve low-income and public assistance recipients was indeed limited, the GPWDB has applied this same determination to the local area's WIOA formula funding. This understanding is the basis for applying Priority Consideration criteria to the Adult population in need of receiving Individualized Career and Training Level Services.

Additionally, the GPWDB has applied a similar "limited funding" understanding to the Dislocated Worker program in order to establish a local "Most-in-Need" or Priority Consideration policy.

GPWDB has developed a standardized evaluation to determine the relative ranking of a customer's Priority Consideration based on a number of unique local factors and or characteristics that can be consistently applied. These factors include both barriers and other demographic information as defined by GPWDB when using its locally developed Priority Determination classification forms as described under GPWDB Field Guidance Memorandum 404, as amended. See Attachment i. Priority of Service Policy.

Again, as referenced in the second paragraph above, GPWDB's Priority of Services Policy (Field Guidance Memorandum 404) does adopt differing criteria for advancement to the Individualized Career Services and Training Levels of Services for both Adults and Dislocated Workers. 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.

o. Incorporation of Technology

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

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

Technological access options currently under possible consideration include a video orientation to WIOA services within the centers that will be accessible on the WDB's websites. Additional uses of technology may include automating the process for participant feedback and evaluation along with surveys to training providers, business 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.

p. Efficient and Effective Service Delivery

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

The GPWDB values its strong partnerships with local WIOA affiliated agencies and colleagues. Specific partnership roles and resource contributions will be detailed

in the new MOUs and Resource Sharing Agreements (RSA) being developed for July 1, 2017 going forward. During PY '16, the GPWDB has extended last year's partnership MOU through June 30, 2017 while awaiting state policy and regulations for next steps and RSA development. In the interim, staff continue to have regular conversations and meetings with partners to discuss options for improved resource sharing to support a stronger and more integrated service delivery system as a system-wide benchmark and expected standard of service.

q. Fiscal Agent

Provide a description of the fiscal and budgetary strategies used in the local area, to include:

i. Identification of the entity/fiscal agent responsible for the disbursement of grant funds described in WIOA sec. 107 (d) (12) (B) (i) (III), as determined by the chief elected official.

The City of Newport News has been designated by the CLEOs as the Fiscal Agent responsible for the disbursement of WIOA Funds and such other federal funds that may be awarded to the CLEO Consortium. As a consequence, the Board and CLEOs utilize Newport News' Finance Department and its internal financial management policies and procedures to account and control for the receipt, disbursement and reporting of all WIOA and other grant related expenditures.

ii. The methods and strategies used to ensure timely expenditure of WIOA funds.

The Federal Division's fiscal 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 VCCS Workforce Development Services Office. During the preparation and review of these reports any irregularities from approved plans are noted and a follow up contact is made with the appropriate parties to ascertain if there are any problems or issues that need to be addressed.

iii. The competitive process to be used to award the grants and contracts in the local area for activities carried out under WIOA.

All contracts and grants will be awarded in accordance with applicable federal, state and local regulations and policies, to include the applicable provisions of the Virginia Procurement Act. All youth grants/contracts will be competitively procured as required by the legislation. Since all procurements for the WDB are handled through the City of Newport News' Purchasing Department, strict adherence to the requirements of the Virginia Procurement Act is assured.

iv. The strategy used by the LWIB to leverage WIOA funds with other Federal, State, local and philanthropic resources.

In regards to Youth Services, see Section h. vii above.

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

r. Procurement

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

As was noted in Section q., Fiscal Agent, iii. The Competitive Process to be used to Award Grants and Contracts, above identifies the City of Newport News as the GPWDB's Fiscal Agent and in this capacity provides the Board with a variety of administrative support services to include purchasing. As a consequence, all local WIOA procurement actions are taken in accordance with city policies and procedures.

Accordingly, all Board authorized requests for proposals would be drafted by the Federal Division Staff and then submitted to their Newport News Purchasing Officer for publication. Any questions from prospective bidders would be directed to the Purchasing Officer for a written response from the Federal Division Staff, which would be transmitted by them back to the Purchasing Officer where it would be posted on their website for all prospective bidders to see and read.

All proposals would be required to be delivered to the Newport News Purchasing Office for subsequent delivery to the Federal Division Staff. Once received the staff would form an evaluation committee that would review the proposals and either short list two or more possible vendors or go forward with negotiations with a single vendor. All awards would be made by the Board's Executive Committee, based upon the recommendation of the RFP Committee. Award announcements would be made, however, the City's Procurement Office, who would also handle and direct any appeals.

s. **Performance**

Provide a description of the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.

	Virginia Negotiated Level	LWDA Proposed Level
<u>Adults</u>		
Employment 2nd Quarter after Exit	77.0	65.5
Employment 4th Quarter after Exit	85.0	71.3
Median Earnings 2nd Quarter after Exit	\$5,500	\$3,795
Credential Attainment within Four Quarters after Exit	61.0	61.0
<u>Dislocated Workers</u>		
Employment 2nd Quarter after Exit	83.0	75.4
Employment 4th Quarter after Exit	85.0	74.9
Median Earnings 2nd Quarter after Exit	\$7,600	\$4,356
Credential Attainment within Four Quarters after Exit	64.0	64.0
<u>Youth</u>		
Employment 2nd Quarter after Exit	63.0	63.0
Employment 4th Quarter after Exit	60.0	61.0
Credential Attainment within Four Quarters after Exit	68.0	52.5

t. Quality Assurance

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

In accordance with the Virginia Board for Workforce Development's (VBWD) Policy 200-04, Certification of Local Workforce Development Boards, the Greater Peninsula's Chief Elected Officials will work to insure 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 GPWDB is tasked with the responsibility for making the following critical decisions:

- How best to organize the regional workforce system to most effectively serve the needs of current and emerging private sector employers and job seekers;
- 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; and,
- How to expand the resource base and service capability through the development of strategic partnerships, an integrated service delivery system, and generation of additional public and private funding.

u. Public Comment Period

Provide a description of the process used by the Local WDB, consistent with WIOA sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.

At the GPWDB's October 2016 Executive Committee Meeting, the planning guidance published in VWL 16-01 was discussed in detail with the members of the committee, which included representatives of businesses, education and labor organizations and other workforce development stakeholders as well as the local area's Chief Elected Officials. During this briefing a timeline for the preparation of the plan, its public review, approval by the Board/CLEOs, and subsequent submission to VCCS to meet the March 1, 2017 due date was reviewed. At the conclusion of this briefing members were invited to provide the staff with any and all input they thought appropriate for inclusion in the plan.

This was followed by an e-mail with VWL 16-01, Change 1, attached that was sent to the Board's Finance and Strategic Planning Committee, One-Stop Partner Agencies, other allied workforce development organizations, and local area senior city/county staff members concerned with workforce and economic development issues, inviting their input into the planning process. Subsequent to this e-mail, input was received from the area's Adult Education and Family Literacy Provider, Literacy for Life, and Rapid Response Provider.

Based upon the timeline the plan was scheduled for publication for public review and comment from January 18, 2017 through February 16, 2017. The availability of the draft plan was both advertised in the local news media and at the PCFWD's website. Additionally, all interested parties were advised that either an electronic or hardcopy of the draft plan could be made available upon written request. Again, comments on the plan were solicited.

All comments received, along with staff recommendations on the comments, will be presented at the GPWDB's Executive Committee February 23, 2017 meeting. The plan, comments received and any proposed changes will be discussed in detail. It is envisioned that the plan will be approved by the committee and the CLEOs at this meeting and subsequently submitted to VCCS for review and approval.