

# **2007-2009 WIA and Wagner-Peyser State Plan**



**As Submitted to the US Department of Labor - May 1, 2007**

**By the  
Commonwealth of Virginia**



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## **Introduction**

### *The Context for Planning in Virginia: 2007*

The Commonwealth of Virginia is in the midst of major transformational changes that will greatly impact upon and make improvements to our workforce development system. As with any major transition time, the environment is rather fluid at the moment – many conditions that exist now will be changing, or are in the process of changing. Most activities are scheduled to occur by 2010. Because of the timing in which the Workforce Investment Act (WIA) and Wagner-Peyser State Plan (the State Plan) is due to the United States Department of Labor (DOL), we would like to note at the onset that revisions to this current document will be forthcoming in the next two years.

The main driving force for the Commonwealth with respect to Virginia's new direction in workforce development is Governor Kaine's newly adopted Workforce Development Strategic Plan, which was just released in December of 2006. This is the first such major document related to our workforce development system at the state level. The plan represents efforts to transform Virginia's current fragmented array of workforce programs into a workforce development system model that will help Virginia remain economically competitive and to make a significant difference in the lives of those living and working in Virginia. We are confident that the DOL will support our direction as articulated by the Governor in this regard, and for this reason, attach the full strategic plan to this document, and request that it be incorporated in its entirety as an element of Virginia's approved state plan on file with the DOL.

The State Plan document submitted at this time does follow the same format that follows the compliance guidelines issued by the DOL in 2005, with modifications and changes made to reflect current conditions. (Unchanged sections are so noted within the plan text).

## **Description of Process for Developing State Plan**

The development of the Governor's Workforce Development Strategic Plan, which charts the course and direction for the state's workforce investment system, involved considerable opportunity for input by a variety of parties.

In June 2006, the Governor issued Executive Order (EO) Twenty-five which mandated that the Senior Advisor for Workforce oversee the development of the strategic plan. The planning process included input from the Virginia Workforce Council (VWC), the creation of a Steering Committee to assist the Senior Advisor, and six public meetings held across the State in conjunction with the Secretary of Commerce and Trade, to ensure the broadest citizen input. The Steering Committee membership itself ensured a broad array of interests, including cabinet members, legislative members, partner agency members, business, education and local government representatives, as well as local workforce investment board members and staff.

Research was conducted on issues related to workforce development at both the national and state level. This information, combined with common themes from the public meetings, was

included in an assessment of the Commonwealth's strengths, weaknesses, opportunities, and threats (SWOT Analysis) with regards to workforce development. The SWOT Analysis was provided to the Workforce Steering Committee for their consideration. The Committee met on September 26 and October 24, 2006 to develop and refine the strategic plan goals, objectives and strategies. Following these meetings, senior level officials in the Executive Branch, including the Secretary of Education, the Secretary of Commerce and Trade, the Virginia Community College System (VCCS) and the Department of Education, were included in this stage of the review of the draft Strategic Plan. At its October 31, 2006 meeting, the VWC reviewed and commented on the plan. The plan was further revised to reflect the direction provided by the VWC.

The Planning process for this document was reviewed and discussed by the Executive Committee of the Virginia Workforce Council on April 3, 2007. The Council's Executive Committee includes the private sector chair and vice-chair, as well as the four business-sector chairs of the Council's working committees. In addition, there are two legislative members and four members of the Governor's cabinet. The draft was then posted on the WIA website on April 16, 2007 for a public comment period. Any comments received after the Executive Committee meeting will be forwarded to the Department of Labor and will be considered by the Virginia Workforce Council at a future meeting to determine if the comments necessitate plan modifications.

I. Describe the Governor's vision for a Statewide workforce investment system. Provide a **summary** articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)

The Governor's vision, as articulated in his Workforce Development Strategic Plan, is:

**Virginia has a world-class workforce development system that meets the needs of workers and employers throughout the state. Virginia's highly skilled workforce fosters a dynamic, globally competitive business environment. The Commonwealth's educated, well-trained workforce earns wages that exceed national averages.**

The supporting goals for this vision are:

### **Goals**

- 1. Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.**
  - 2. Demonstrate results and value in the workforce system that meets business needs through performance measurement and assessment.**
  - 3. Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.**
- A. What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)

The Governor's Economic Development Strategic Plan, "Virginia Leading the Way" includes the following goals:

Goal One: Enhance Virginia's strong business climate to expand economic opportunities and job growth.

Goal Two: Establish state and local programs that identify and meet the needs of existing businesses and facilitate their expansion in Virginia.

Goal Three: Provide a world-class workforce system that is responsive to employer and worker needs and creates a well-trained, well-educated and globally competitive workforce.

Goal Four: Enhance economic development efforts in Virginia's distressed areas to help reduce economic disparity and to promote opportunity for all Virginia's regions.

Goal Five: Emphasize regional cooperation in economic, workforce, and tourism development.

Goal Six: Use Virginia's proximity to the national capital and the strong military presence in the state as a base for further economic growth.

Goal Seven: Support technology, research and development, and other emerging sectors to diversify Virginia's economy and maintain its competitive advantage.

Goal Eight: Strengthen Virginia's competitive position in national and international travel and tourism markets.

Goal Nine: Develop a coordinated international marketing strategy for Virginia including both foreign direct investment and export/import features.

The entire document may be found at:

<http://www.commerce.virginia.gov/EconomicDevelopment/EconStratPlan-2006.pdf>

B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)

The Governor's vision for maximizing public resources is best exhibited in Virginia's strategic planning, performance-based budgeting & performance measurement process established in House Bill 2097, which mandates that state agencies do strategic planning and performance-based budgeting, defined in the legislation as follows:

- **Performance budgeting** - A systematic incorporation of planning, strategic performance and productivity measurement, and program evaluation information into the budgetary process.
- **Strategic planning** - The systematic clarification and documentation of what a state agency wishes to achieve and how to achieve it. The objective of strategic planning is a set of goals, action steps, and measurements constructed to guide performance.

The new planning and budgeting process that was implemented in 2005 differs significantly from the processes used in recent years. All agencies have strategic plans, based on a single model, as well as a single planning, budgeting and measurement taxonomy. This creates a common language and format for planning. Agencies will also have service plans (i.e., operational plans) that are driven by their strategic plans and **are tied to the budget**. This is a significant change that will enable anyone reviewing the plans to see the funding associated with a service, the objectives for the service and the measures that will be used to assess service performance.

Specific to the workforce system level, there are several strategies identified to address the matching between skills needs and the public workforce system:

<b>Provide annual demand analysis</b>	<ol style="list-style-type: none"> <li>1. Establish certified and competency-based assessments and credentials that meet employer demands and create a world-class pipeline of competitive employees that have the capability of filling the attrition that will occur by 2009 in demand occupations.</li> <li>2. Identify the major demand occupations by state and region annually.</li> <li>3. Establish workforce priorities and incentives to address employer occupational demands in rural areas by 2008.</li> <li>4. Provide incentives throughout the workforce system, such as incentives for workers to enter high-demand occupations, to increase the ability to meet future workforce demands by 2009.</li> <li>5. Provide aptitude screening tests, developed in partnership with the private sector, to assist high-tech employers to locate candidates who, with a modest investment in training, have the potential to become highly productive employees. These employees will help to fill vital needs in the Commonwealth for high-wage, high-tech jobs.</li> </ol>
<b>Educate employers &amp; promote awareness of the benefits of investing in VA's workforce development system</b>	<ol style="list-style-type: none"> <li>1. Develop a technical assistance and training approach for small and existing business by 2008.</li> <li>2. Provide multi-funded incentives to encourage and support local and regional collaboration between workforce and economic development.</li> </ol>
<b>Create workforce system standards and measure performance</b>	<ol style="list-style-type: none"> <li>1. Institutionalize as state policy the eight workforce system measures adopted by the VWC for all state workforce training programs. <ul style="list-style-type: none"> <li><b><u>Accountability measures by 2007</u></b></li> <li>a. short-term employment rate</li> <li>b. long-term employment rate</li> <li>c. earnings level</li> <li>d. credential completion rate</li> <li>e. repeat employer customers</li> <li><b><u>Performance indicators by 2010</u></b></li> <li>f. employer market penetration</li> <li>g. taxpayer return on investment</li> <li>h. participant return on investment</li> </ul> </li> <li>2. Develop and support an electronic data warehouse to extract, compare, analyze, and store outcome data by 2009 and seek state funds and workforce partner funds to support the data warehouse.</li> </ol>

Strategy	Action Item
<b>Increase priority and visibility of skills development, career &amp; technical education and postsecondary education opportunities for adults</b>	<ol style="list-style-type: none"> <li>1. Provide alternative approaches to organizing postsecondary skill development, remediation and workforce training programs for adults throughout the state to increase availability and access to these programs by 2008.</li> <li>2. Create skill development opportunities by 2008 for at-risk population sectors that face barriers to employment.</li> <li>3. Develop a statewide career pathways and workforce communication plan by 2007.</li> <li>4. Increase the use of the Career Readiness Certificate (CRC) and necessary resources to upgrade adult skill deficiencies by 10% annually beginning in 2007.</li> </ol>
<b>Insure attainment of labor market skills</b>	<ol style="list-style-type: none"> <li>1. Increase the proportion of 18-24 year-olds enrolled in postsecondary education to 39 percent by 2010.</li> <li>2. Develop an electronic data base to determine progression from P-16 education system (public &amp; private) to employment by 2009.</li> <li>3. Require every public school student by 2010 to have an individualized high school plan to ensure course selection decisions are aligned with students' transition and career goals after high school.</li> <li>4. Increase by 6 percent annually, by 2008, those entering registered apprenticeship programs to meet anticipated skill shortages, as indicated in the VWC's Workforce Development Blueprint for 2012.</li> </ol>

Additionally, Local workforce boards are required by State Code to annually survey employers for their employment needs and provide that needed training as documented in locally demand-driven workforce plans. Statewide WIA funds are allocated to provide funding for incumbent worker training and layoff aversions.

The Governor's support for technical employment opportunities as viable and successful options is evidenced in such activities as the Virginia Registered Apprenticeship program, which provides a combination of on-the-job training and related classroom instruction to more than 10,000 [apprentices](#) (employees) throughout the Commonwealth, while also meeting the needs of approximately 2,000 Virginia [sponsors](#) (employers) who use custom-designed programs to train their workforce. Employers provide on-the-job training for their employees in a variety of occupations, ranging from high tech to highly skilled trades. . Led by Governor Warner's initiatives, students in Virginia who have an aptitude and interest for trades and technical areas are informed of career opportunities and education requirements necessary to pursue these interests through the work of the Virginia Career Education Foundation.

To the extent possible, Virginia's workforce partners will also wrap training resources around industry clusters that are currently being identified through a study by the Virginia Community College System and the Virginia Economic Development Partnership.

C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)

The continuum of education, or life long learning, is most evidenced in the creation of the Governor's P-16 Council. As the Commonwealth moves forward on a wide range of education initiatives, it is more important than ever to be sure these efforts are coordinated across the educational continuum.

The various boards responsible for education in Virginia now have a golden opportunity to collaborate on shared issues and problems. Thanks to a National Governors Association Honor States Grant, Virginia formalized its already strong coordination practices through a P-16 Council, which is working to further integrate reforms across the entire spectrum of education, from preschool to graduate school.

## **Responsibilities**

The Council has issued its first report and recommendations to the Governor and General Assembly, (<http://www.education.virginia.gov/Initiatives/P-16Council/P-16Council-InitialReport.pdf>) focusing on improving the college- and workplace-readiness of high school graduates and advancing the use of performance data to guide education reforms.

The Council's specific responsibilities include the following.

1. Identify opportunities to better coordinate the state's education reform efforts from preschool to graduate school.
2. Serve as a steering committee for oversight of the state's education reform activities as part of the NGA Honor States Grant.
3. Develop approaches to improve transitions among levels of education, promote student success, and encourage students to continue their education.
4. Consider strategies for data systems that provide information about students at all educational levels.
5. Make any other recommendations as may seem appropriate.

Beyond P-16 level , the Governor's Workforce Development Strategic Plan identifies the following:

<b>Strategy</b>	<b>Action Item</b>
<b>Increase priority and visibility of skills development, career &amp; technical education and postsecondary education opportunities for adults</b>	<ol style="list-style-type: none"><li>1. Provide alternative approaches to organizing postsecondary skill development, remediation and workforce training programs for adults throughout the state to increase availability and access to these programs by 2008.</li><li>2. Create skill development opportunities by 2008 for at-risk population sectors that face barriers to employment.</li><li>3. Develop a statewide career pathways and workforce communication plan by 2007.</li><li>4. Increase the use of the Career Readiness Certificate (CRC) and necessary resources to upgrade adult skill deficiencies by 10%</li></ol>

<b>Strategy</b>	<b>Action Item</b>
<b>Insure attainment of labor market skills</b>	<p>annually beginning in 2007.</p> <ol style="list-style-type: none"> <li>1. Increase the proportion of 18-24 year-olds enrolled in postsecondary education to 39 percent by 2010.</li> <li>2. Develop an electronic data base to determine progression from P-16 education system (public &amp; private) to employment by 2009.</li> <li>3. Require every public school student by 2010 to have an individualized high school plan to ensure course selection decisions are aligned with students' transition and career goals after high school.</li> <li>4. Increase by 6 percent annually, by 2008, those entering registered apprenticeship programs to meet anticipated skill shortages, as indicated in the VWC's Workforce Development Blueprint for 2012.</li> </ol>

It is also recognized that each workforce partner's connection to lifelong learning is different depending upon the needs of the individual that is being served.

D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)

Please see response to item B. above for strategies and actions items identified to improve collaboration among key partners. In addition, key players in business and industry, labor, economic development, education, and the public workforce system are brought together at the state level through the Virginia Workforce Council, the business-led state workforce investment board. In addition to a membership that covers all of these categories, this council operates under a 2-year action agenda, developing directional strategies to identify and facilitate the implementation of innovative strategies that address workforce challenges. Its role in this regard is to provide expertise, be a convener of the necessary key-players, and work to identify and resolve issues and remove obstacles.

Virginia's 16 local workforce investment boards in turn are engaged to provide leadership similar to that of the Virginia Workforce Council at the local level. It is this approach of state leadership and local control that allows broad statewide accomplishments and local responsiveness to needs and challenges unique to each geographic area.

E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other youth at risk? (§112 (b)(18)(A.)

Governor Kaine's Top Education Goals are enumerated below and seek to address the needs of all youth. Additional attention for those youth most in need is further elaborated at page 103.

### **Pre-Kindergarten**

- The Governor has appointed a [Start Strong Council](#) to develop expanded access to quality preschool services for Virginia's four-year-olds. The Council will recommend specific short-term and long-term objectives for this program.

### **Third grade reading**

- Increase the proportion of children reading proficiently by 3rd grade from 84% in 2006 to at least 90% by 2010.

### **Post-secondary and workforce readiness**

- Increase the proportion of students who take Algebra I in 8th grade from 30% in 2006 to 45 percent by 2010.
- Increase the proportion of students successfully completing AP, IB and dual enrollment courses in high school from 17% in 2006 to 25% by 2010.
- Increase the number of industry certifications, state licenses, and successful NOCTI assessments earned by high school students from 5,993 in 2005 to 7,191 in 2010, a 20 percent increase.

### **Educational attainment**

- Increase the high school graduation rate from 74 percent in 2005 to 80 percent by 2010.
- Increase the proportion of the population aged 25 to 65 with a bachelor's degree or higher from 35 percent (2002-04 average) to 37 percent by 2010.

II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)

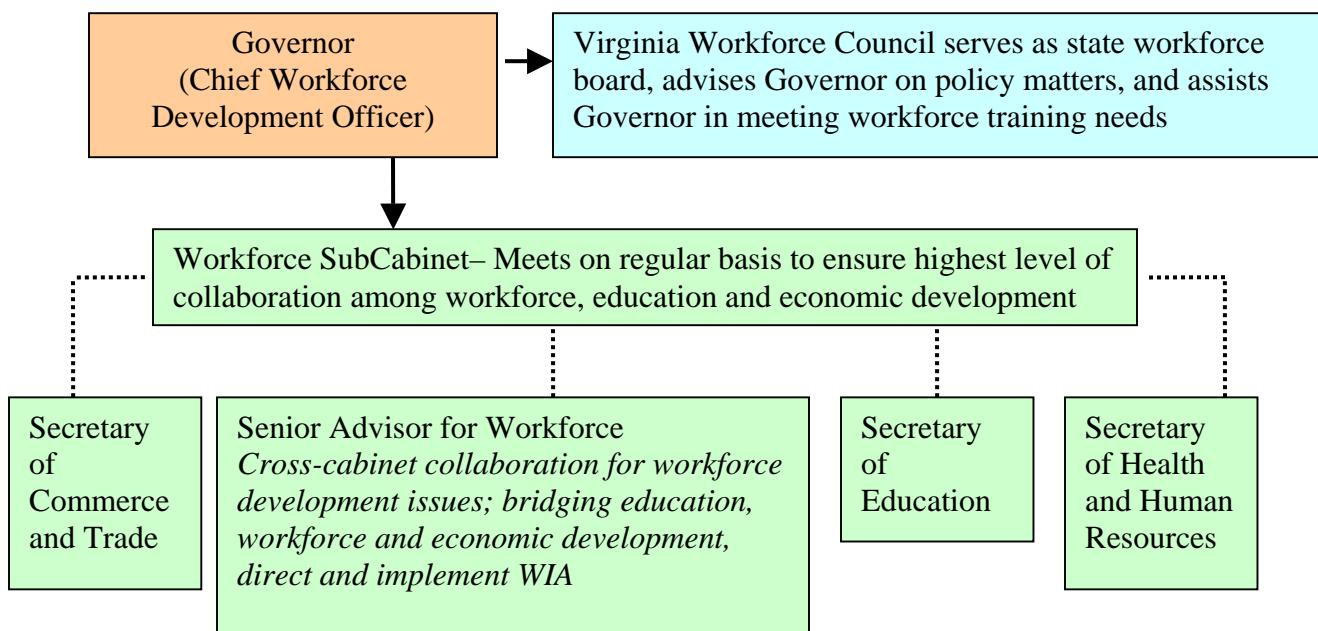
*Articulate in its entirety in the Governor's Workforce Development Strategic Plan, at attachment 1 or <http://www.workforce.virginia.gov/StrategicPlan/WorkforceStrategicPlan.pdf>*

III. State Governance Structure (§112(b)(8)(A).)

A. Organization of State agencies in relation to the Governor:

1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.

All partners, including education and economic development, are contained within the Cabinet structure of the Executive Branch. The Senior Advisor to the Governor for Workforce and the Secretariats of Commerce and Trade, Education and Health and Human Resources compose the Workforce Sub Cabinet, which meets on a regular basis and contains all of the required one-stop partner agencies at the state level, along with the economic development agencies, which report to the Secretary of Commerce and Trade. The Secretary of Public Safety has programs relating to corrections, juvenile justice and correctional education. While not required partners under Federal or State legislation, they are working partners in certain system efforts.



The 2006 General Assembly enacted State Code changes to establish the Governor as the Chief Workforce Development Officer, and identify responsibilities for the Chief Workforce Development officer, who may be designated as a senior member of the Governor's immediate staff. The above chart illustrates this new structure, with the Senior Advisor to the Governor for Workforce as the chief workforce development officer.

*The below chart shows for each cabinet, which agencies currently have responsibilities for the programs that comprise the system:*

Program Name	State Administering Agency(s)	Mandate
<b>Secretary of Commerce and Trade</b>		
Employment Service	Virginia Employment Commission	<u>Federal</u>
Trade Adjustment Assistance	Virginia Employment Commission	<u>Federal</u>
Veterans Employment & Training Programs	Virginia Employment Commission	<u>Federal</u>
Registered Apprenticeship	Department of Labor and Industry	State
Workforce Services Program	Department of Business Assistance	State

<b>Program Name</b>	<b>State Administering Agency(s)</b>	<b>Mandate</b>
Virginia Works Regional Consortia Program	Department of Housing & Community Development	State
<b>Secretary of Health and Human Resources</b>		
Virginia Initiative for Employment Not Welfare	Department of Social Services	Federal
Food Stamp Employment & Training Program	Department of Social Services	Federal
Centers for Employment & Training	Department of Social Services	Federal
Vocational Rehabilitative Services	Department of Rehabilitative Services Department for the Blind & Vision Impaired	<u>Federal</u>
Senior Community Services Employment & Training Program	Virginia Department for the Aging	<u>Federal</u>
<b>Secretary of Education</b>		
Postsecondary Career & Technical Education (Perkins Title I)	Virginia Community College System	<u>Federal</u>
Middle College Program	Virginia Community College System	Federal
Workforce Development Services	Virginia Community College System	State
Virginia Registered Apprenticeship Program (instruction)	Virginia Community College System	State
Postsecondary Occupation Specific Instruction • Postsecondary Industry Certifications & Renewals • Postsecondary Technical Certificates, Diplomas & Terminal Degrees that are skill-based	Virginia Community College System	State
Transitional Programs+	Virginia Community College System	State
Postsecondary Occupation Specific Instruction • Postsecondary Industry Certifications & Renewals • Postsecondary Technical Certificates, Diplomas & Terminal Degrees that are skill-based	State Council of Higher Education (SHEV)	State
Adult Education & Literacy	Department of Education	<u>Federal</u>
English Literacy/Civics Education	Department of Education	<u>Federal</u>
Occupational Adult Career & Technical Education	Department of Education	State
Secondary Career & Technical Education	Department of Education	State & Federal
<b>Senior Advisor to the Governor for Workforce</b>		
WIA Title I Adult Program		Federal
WIA Title I Dislocated Worker Program		Federal
WIA Title I Youth Program		Federal

The responsibilities of the Chief Workforce Development Officer are as follows, with the overall mission to improve the state delivery and coordination of workforce services; therefore, as a result, the state organization structure in the above chart is very likely to change within the next two years:

- Developing a strategic plan for the statewide delivery of workforce development and training programs and activities. The strategic plan shall include performance

measures that link the objectives of such programs and activities to the record of state agencies, local workforce investment boards, and other relevant entities in attaining such objectives;

- To the extent permissible under applicable federal law, determining the appropriate allocation of funds and other resources that have been appropriated or are otherwise available for disbursement by the Commonwealth for workforce development programs and activities;
- Ensuring that the Commonwealth's workforce development efforts are implemented in a coordinated and efficient manner by, among other activities, taking appropriate executive action to this end and recommending to the General Assembly necessary legislative actions to streamline and eliminate duplication in such efforts;
- Facilitating efficient implementation of workforce development and training programs by cabinet secretaries and agencies responsible for such programs;
- Providing independent staffing for the Workforce Council;
- Developing, in coordination with the Virginia Workforce Council, (i) certification standards for programs and providers and (ii) uniform policies and procedures, including standardized forms and applications, for one-stop centers;
- Monitoring, in coordination with the Virginia Workforce Council, the effectiveness of each one-stop center and recommending actions needed to improve their effectiveness;
- Establishing measures to evaluate the effectiveness of the local workforce investment boards and conducting annual evaluations of the effectiveness of each local workforce investment board. As part of the evaluation process, the Governor shall recommend to such boards specific best management practices;
- Conducting annual evaluations of the performance of workforce development and training programs and activities and their administrators and providers, using the performance measures developed through the strategic planning process described in subdivision 1. The evaluations shall include, to the extent feasible, (i) a comparison of the per-person costs for each program or activity, (ii) a comparative rating of each program or activity based on its success in meeting program objectives, and (iii) an explanation of the extent to which each agency's appropriation requests incorporate the data reflected in the cost comparison described in clause (i) and the comparative rating described in clause (ii). These evaluations, including the comparative rankings, shall be considered in allocating resources for workforce development and training programs;
- Monitoring federal legislation and policy, in order to maximize the Commonwealth's effective use of and access to federal funding available for workforce development programs; and

- Submitting biennial reports, which shall be included in the Governor's executive budget submissions to the General Assembly, on improvements in the coordination of workforce development efforts statewide. The reports shall identify (i) program success rates in relation to performance measures established by the Virginia Workforce Council, (ii) obstacles to program and resource coordination, and (iii) strategies for facilitating statewide program and resource coordination.
2. In a narrative describe how the agencies involved in the public workforce investment system **interrelate** on workforce and economic development issues and the respective lines of authority.

The following action items in the Governor's Workforce Development Strategic Plan will serve to streamline and integrate workforce policy and services for business, job seekers and workers; thereby changing the structure in which interrelation occurs.

- Examine national promising and best practices by Spring 2007.
- Evaluate major workforce programs by Summer 2007.
- Investigate funding & allocations formulas by Summer 2007.
- Clarify role of the Virginia Workforce Council.
- Create a funding & resource sharing formula for the local workforce system infrastructure by summer 2007.
- Senior Advisor & Secretary working group to examine possible structure of workforce reform and recommend proposed strategy to Governor by summer 2007.

As these tasks are completed, the State Plan will be revised accordingly; in the interim, the current mechanism for interrelation among the agencies is the State-level Memorandum of Understanding. This document, signed by the three Cabinet members with oversight of the required partner agencies, sets forth the parameters in which the partner agencies at the local level will work with each other to provide services through the one stop delivery system. Virginia Code also adds additional programs to the MOU, including workforce development activities under Food Stamp Employment and Training and TANF. (This full document can be found at:

<http://www.vec.virginia.gov/vecportal/wia/pdfs/wiamoufinal.pdf>). Features of the MOU are provision of staff at one stop centers, or providing affiliate site locations where co-location is not available, funding commitments where possible, joint planning and budgeting, and common referral of customers. The MOU also has 9 performance goals to continually improve the quality of each region's workforce through an integrated employment and workforce development system for the benefit of the individuals and employers it serves. Four of these performance goals are directly related to economic development:

**Goal #1:** Increase the labor supply for high demand industries, both current and future in cooperation with state and local economic development strategies through workforce development.

**Goal #5:** Work effectively with economic development organizations to assist in creating employment opportunities and enhance the image of the region.

**Goal #8:** Build a workforce development system that will increase the workplace skills for Virginians, economically benefiting the workforce, employers and the Commonwealth.

**Goal #9:** Build a workforce development system that gives Virginia a competitive advantage in the recruitment of new businesses.

The Local Workforce Investment Board structure also allows the partners to interrelate and be responsive to localized economic development needs as each of the 16 areas' MOU may be different in terms and conditions depending on those local needs.

## B. State Workforce Investment Board (§112(b)(1).) 29

### 1. Describe the organization and structure of the State Board.

The Governor appoints the Chair and Vice Chair of the Council and members serve 4-year terms. The Council has five Committees as follows: Executive, Skills, Workforce System Development, Performance and Accountability and Hard to Serve. The Executive Committee can act on behalf of the full Council as necessary and is composed of the Governor, the Council Chair & Vice Chair, the Committee Chairs, a Senator & a Delegate, and the 3 Cabinet Secretaries. The Council meets at least three times annually at different locations around the state, with more frequent meetings of the Executive Committee. Usually, in June of each year, the Council engages in a retreat session. A majority of members constitute a quorum and there can be no substitutes for Council members. The Senior Advisor to the Governor for Workforce serves as lead staff to the Council and supervises the subordinate staff, which is independent from any state agency delivering workforce services. The Council has a web site at [www.vwc.virginia.gov](http://www.vwc.virginia.gov). All relevant Council information and Council and Committee meeting times are posted to this site.

### 2. Identify the organizations represented on the State Board.

The State Board is a 29-member business-led board. The membership includes: the Governor (or his Senior Advisor who may represent and vote on behalf of the Governor); 3 Cabinet Secretaries of Education, Health & Human Resources and Commerce & Trade (who represent the partner programs and economic development); the Commissioner of the Virginia Employment Commission and the Chancellor of the Virginia Community College System; 2 labor reps, including the President of the Virginia AFL-CIO; one mayor and one chairperson of a county board of supervisors; and 15 non legislative citizen members representing the business community, to include the presidents of the Virginia Chamber of Commerce and the Virginia Manufacturer's Association, one representative of proprietary employment training schools, one representative of health care employers, and the remaining members who are business owners, chief executive officers, chief operating officers, chief financial officers, senior managers or other business executives or employers with optimum policy-making or hiring authority and who shall represent diverse regions of the state, to include urban, suburban, and rural areas, at least

two of whom shall be members of local workforce investment boards; and two members each from the Senate and House of Delegates.

3. Describe the process your State used to identify your State Board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA?

**(2005 Text Unchanged)**

The Governor, through a public announcement, indicated that he was receiving nominations for membership for the Council, based on the federal statutory requirements. The nominations could be directly communicated to the Governor's website, or to the Secretary of the Commonwealth or the Senior Advisor to the Governor for Workforce. Major state business, labor and local government organizations were also informed of the process. The Council was formally constituted and held its first meeting in August 1999.

4. Describe how the Board's membership enables you to achieve your vision described above. **(2005 Text unchanged)**

The high-caliber quality and background of each member, in addition to the broad spectrum of interests that they represent, allows the Council membership to contribute to the achievement of the visions articulated in this plan.

5. Describe how the Board carries out its functions required in sec. 111(d) and 20CFR 661.205. Include function the Board has assumed that are in addition to those required. Identify any functions required in sec. 111(d) the Board does not perform and explain why.

The Council engages in all WIA required functions and deliberations for Council responsibilities begin at the Committee level, where opportunity for public comment is always provided. The Committees carry out the charge of creating a workforce development system in the Commonwealth. On some occasions, the Council has held public hearings to get wide and deep input for issues of considerable magnitude and impact. All Committee policy recommendations are posted on the Council's web site for public comment for 30 days.

The Council brings in state and national experts to provide information on issues. In addition to VEC and VCCS staff, the Council relies on a cadre of other state agency staff with expertise in its various responsibilities. Recommended policies adopted by the Council are posted to the Council and WIA web sites.

The Council has additional responsibilities articulated in the State Code. These include:

- Provide policy advice to the Governor on workforce and workforce development issues;
- Provide policy direction to local workforce investment boards;
- Identify current and emerging statewide workforce needs of the business community;

- Forecast and identify training requirements for the new workforce;
- Create strategies that will match trained workers with available jobs;
- Provide an annual report to the Governor concerning its actions and determinations under subdivisions 1 through 5;
- Create procedures, guidelines, and directives applicable to local workforce investment boards and the operation of one-stops, as necessary and appropriate to carry out the purposes of this article;

2006 State Code revisions now also call on the Council to partner with the Chief Workforce Development Officer in the following:

- Developing (i) certification standards for programs and providers and (ii) uniform policies and procedures, including standardized forms and applications, for one-stop centers; and
  - Monitoring the effectiveness of each one-stop center and recommending actions needed to improve their effectiveness
6. How will the State board ensure that the public (including people with disabilities) has access to board meetings and information regarding State board activities, including membership and meeting minutes? (20 CFR 661.205).

The Virginia Workforce Council's web site includes information on the following: Council members; Council meeting minutes; Committee portal for Committee activities and meetings; policies; Youth Programs; Council vision and youth vision, strategic plan; policy statement on performance management to promote continuous improvement; Articles of Organization; State enabling legislation; studies; and the most recent annual report. Meeting notices are also posted in the Commonwealth Calendar, the official state vehicle for all public meetings and inquiries are made regarding disability accommodations for meetings. The Council has also issued a policy outlining public participation requirements for all WIA funded activities (Policy # 00-3).

7. Identify the circumstances, which constitute a conflict of interest of any State or local workforce investment board member, or entity that s/he represents, and any matter that would provide financial benefit to that member or his or her immediate family.

The state conflict of interest laws and guidelines apply to Council members and an annual statement of economic interests is required of all members. Council policy (Policy # 99-2) delineates conflict of interest requirements for local boards. Local Boards develop policies based on state policy. Additionally, Virginia does not allow local boards to operate programs.

8. What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc?

Staffing is provided by the Governor's Office for Workforce Development. The Council's budget is approximately \$150,000, which may be expanded to budget for Committee priorities. All Council funding comes from the WIA 15% statewide funds.

C. Structure/Process for State agencies and State board to collaborate and communicate with each other and with the local workforce investment system (§112(b)(8)(A).)

1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)

Both the State Code responsibilities for the Chief Workforce Development Officer and certain action items in the Workforce Development Strategic Plan will address this item in the coming year. These events are on-going at the time of State Plan submission and will be updated upon completion. From the State Code:

- To the extent permissible under applicable federal law, determining the appropriate allocation of funds and other resources that have been appropriated or are otherwise available for disbursement by the Commonwealth for workforce development programs and activities;
- Ensuring that the Commonwealth's workforce development efforts are implemented in a coordinated and efficient manner by, among other activities, taking appropriate executive action to this end and recommending to the General Assembly necessary legislative actions to streamline and eliminate duplication in such efforts;
- Facilitating efficient implementation of workforce development and training programs by cabinet secretaries and agencies responsible for such programs
- Monitoring, in coordination with the Virginia Workforce Council, the effectiveness of each one-stop center and recommending actions needed to improve their effectiveness;
- Establishing measures to evaluate the effectiveness of the local workforce investment boards and conducting annual evaluations of the effectiveness of each local workforce investment board. As part of the evaluation process, the Governor shall recommend to such boards specific best management practices;
- Conducting annual evaluations of the performance of workforce development and training programs and activities and their administrators and providers, using the performance measures developed through the strategic planning process described in subdivision 1. The evaluations shall include, to the extent feasible, (i) a comparison of the per-person costs for each program or activity, (ii) a comparative rating of each program or activity based on its success in meeting program objectives, and (iii) an explanation of

the extent to which each agency's appropriation requests incorporate the data reflected in the cost comparison described in clause (i) and the comparative rating described in clause (ii). These evaluations, including the comparative rankings, shall be considered in allocating resources for workforce development and training programs

From the Strategic Plan:

<b>Increase the efficiency &amp; effectiveness of regional and local workforce development efforts.</b>	<ol style="list-style-type: none"><li>1. Consolidate regional WIBs, using some of the following criteria: MSAs, labor markets and commuting patterns, economic cluster data, educational attainment data, job projection data, existing higher education structure and other strategic economic demands to increase the ability to meet worker and employer needs by 2008.</li><li>2. Promote, educate and issue policy guidance on the strategic role of the WIBs by 2007.</li></ol>
<b>Support a seamless workforce development system</b>	<ol style="list-style-type: none"><li>1. Establish a comprehensive One Stop Service Delivery Center in each workforce area by 2008.</li><li>2. Establish a virtual on-line One-Stop by 2008.</li><li>3. Establish uniform procedures, policies and forms for all "core" services for all workforce training programs by 2008.</li></ol>

2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system and between the State agencies and the State workforce investment board.

The previously mentioned Workforce Sub Cabinet is the Governor's main vehicle for the convening of key players responsible for the workforce agencies. The group ensures that relevant discussions occur at the highest level of decision making and conveyed to each agency. With respect to communication with the State workforce investment board, the Senior Advisor to the Governor for Workforce, in this case representing the Governor, and the other sub-cabinet members serve as members of the board and thereby provide direct linkages and communication lines.

3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)

The Senior Advisor to the Governor for Workforce, serving in the chief workforce development officer role for the Governor, has established regular (monthly or bi-monthly meetings with the staff directors of each local workforce board in the state, in addition to quarterly meeting with the WIB chairs to ensure regular communication from

the state to local level at both the operational and policy-making authorities. The Virginia Workforce Council also works as a broker and main link between the State and local workforce boards and there is typically an agenda slot on each State board meeting agenda for local board issues. The Virginia Association of Workforce Directors is an organization of LWIB staff members that meets on a regular basis and holds topical discussions with the State entity appropriate for the situation. State policy information is shared with local boards in electronic fashion once it is in draft form, with the opportunity for public comment and input either in writing or through input at State Board and Committee meetings before they are adopted. The State WIA Website is the main mechanism for posting policy information, and group e-mails are also frequently used. In an independent review of Virginia one stop centers conducted by the urban Institute, one of the recommendations was for the state to explore additional ways to communicate and disseminate information to the one stop operator and center staff level and this will be explored as part of our efforts to continuously improve communication at all levels locally.

4. Describe any crosscutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).) **(2005 Text unchanged)**

Along the lines of the Federal-reform in structuring a youth delivery service system, Virginia has formed a team that crosses the Secretariats of Health and Human Resources, Education and Commerce and Trade. This team has representation from the Virginia Employment Commission, the Job Corps, the Department of Education, the Department of Social Services, the Department of Correctional Education and the Department of Juvenile Justice.

The group's goal is to establish and develop a mechanism and process that will ensure information sharing in a timely manner, cross-staff training, joint informational materials, continuation of building trust and confidence, and providing useful and evidenced-based information to policy makers concerning issues and problems of providing services and training to the *neediest* youth in Virginia. Achievement of this goal is two-fold. First, the group is currently involved in providing information to each other's system and front-line staff in order to increase interaction and establish relationships that will facilitate enhanced service delivery to all youth in need, regardless of their entry point into the system. Secondly, the group is also developing a comprehensive delivery model that will be shared with policy makers and executive leadership in government and business.

IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

## **What is the current makeup of the State's economic base by industry?<sup>1</sup>**

Virginia's labor force continues to reflect the structural transition that has been in place for several decades, in that it is evolving from a goods producing to a service based economy. In 2006, Virginia's average annual employment level was 3,726,100, in which the Professional and Business Services (PBS) industry accounted for 627,400, nearly 17 percent of total employment – up from 16.5 percent from 2005.<sup>2</sup> The Manufacturing industry, with 288,700 employees – 7.7 percent, down from 8.1 percent in 2005, is moving away from low-skill, low-wage to a smaller, yet more developed and technically astute labor-force.

Virginia's Government sector is slightly larger than the PBS with 674,200 jobs, –18.1 percent: same as 2005. The Trade, Transportation and Utilities industry with 663,000 jobs, –17.8 percent, had a slight percentage decrease from 2005. The Educational and Health Services industry with 404,700 jobs, –10.9 percent, represents a small increase from 2005.

Table 1.1 reveals the three largest industries, the sectors, and sub-sectors as major driving forces in Virginia's labor market by levels and percent of the respective group.

- The Local Government sectors had a key affect on total government employment, averaging 367,800 jobs – 54.6 percent.
- The Retail Trade section reflects a very robust portion of the Trade, Transportation, and Utilities industry, averaging 423,700 – 63.9 percent.
- The Professional, Scientific, and Technical services section had a major impact on the PBS services industry, averaging 345,300 jobs – 55.0 percent. The Computer Systems Design and Related Services subsection, within the sector averaged 118,300 jobs – 18.9 percent.

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<sup>1</sup>Information in the text reflects the data for the 2006 annual average Current Employment Statistics.

<sup>2</sup>Figures attained from the Virginia Employment Commission's VELMA database available at <http://velma.virtuallmi.com/default.asp>

Chart 1.1

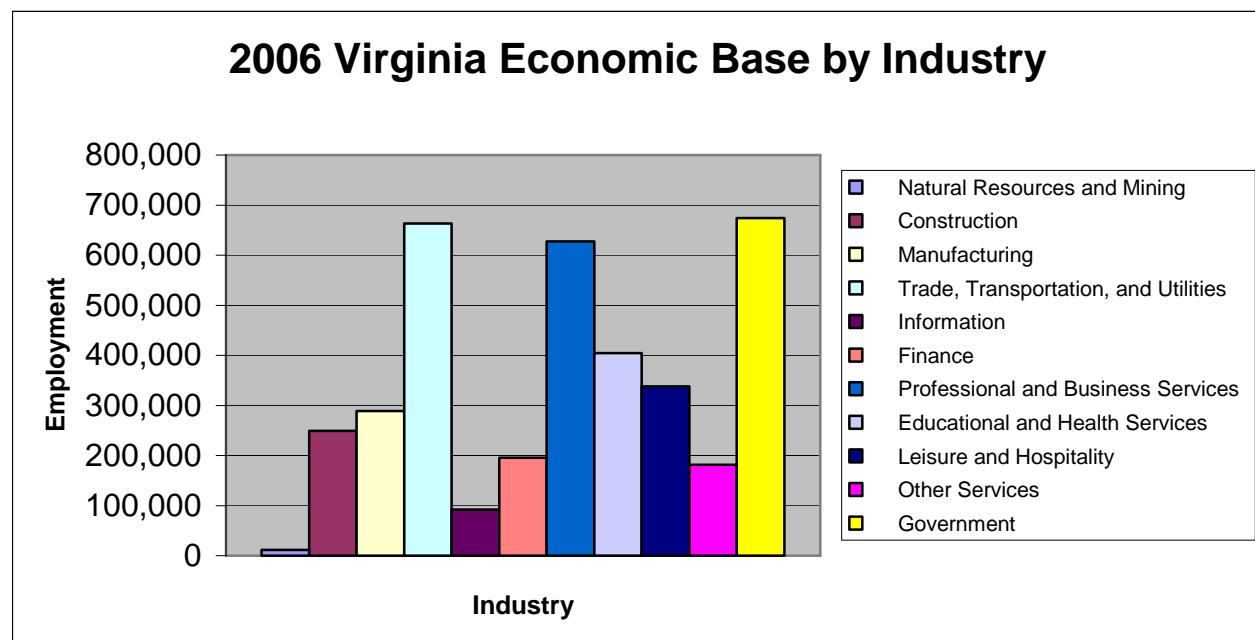


Table 1.1

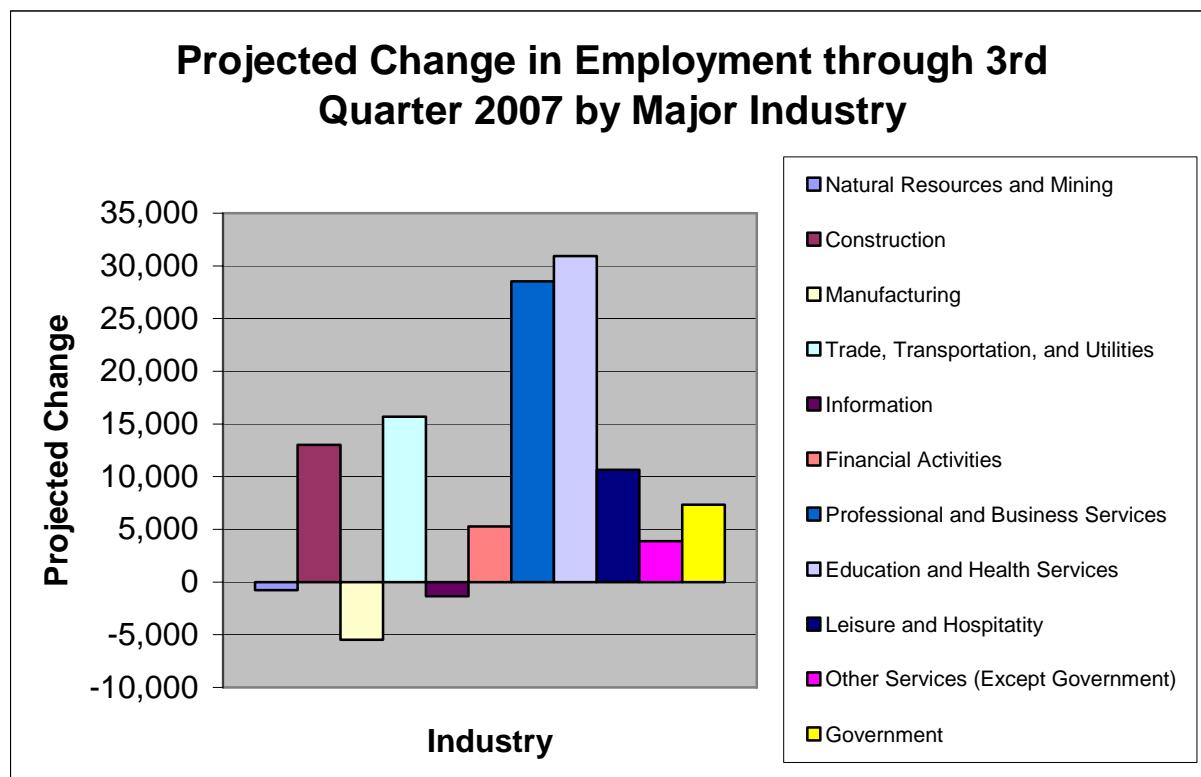
<b>Professional and Business Services</b>	
<b>Professional, Scientific, and Technical</b>	<b>345,300</b>
<i>Computer Systems Design and Related Services</i>	118,300
<b>Management of Companies and Enterprises</b>	<b>75,200</b>
<b>Administrative and Support and Waste Management</b>	<b>206,900</b>
<i>Employment Services</i>	68,200
<b>Total Professional and Business Services</b>	<b>627,400</b>
<b>Trade, Transportation, and Utilities</b>	
<b>Retail Trade</b>	<b>423,700</b>
<b>Transportation, Warehousing, and Utilities</b>	<b>119,800</b>
<i>Utilities</i>	10,900
<i>Transportation and Warehousing</i>	108,900
<b>Wholesale Trade</b>	<b>119,500</b>
<b>Total Trade, Transportation, and Utilities</b>	<b>663,000</b>
<b>Government</b>	
<b>Federal Government</b>	<b>153,600</b>
<b>State Government</b>	<b>152,800</b>
<b>Local Government</b>	<b>367,800</b>
<b>Total Government</b>	<b>674,200</b>

## **What industries and occupations do analysts project to grow and/or decline in the short term and over the next decade?**

The Virginia Employment Commission's (VEC) Economic Information Services Division recently completed a study of the short-term industry and occupational forecast through the third quarter of 2007, as well as the long-term industry and occupational forecast through 2014.

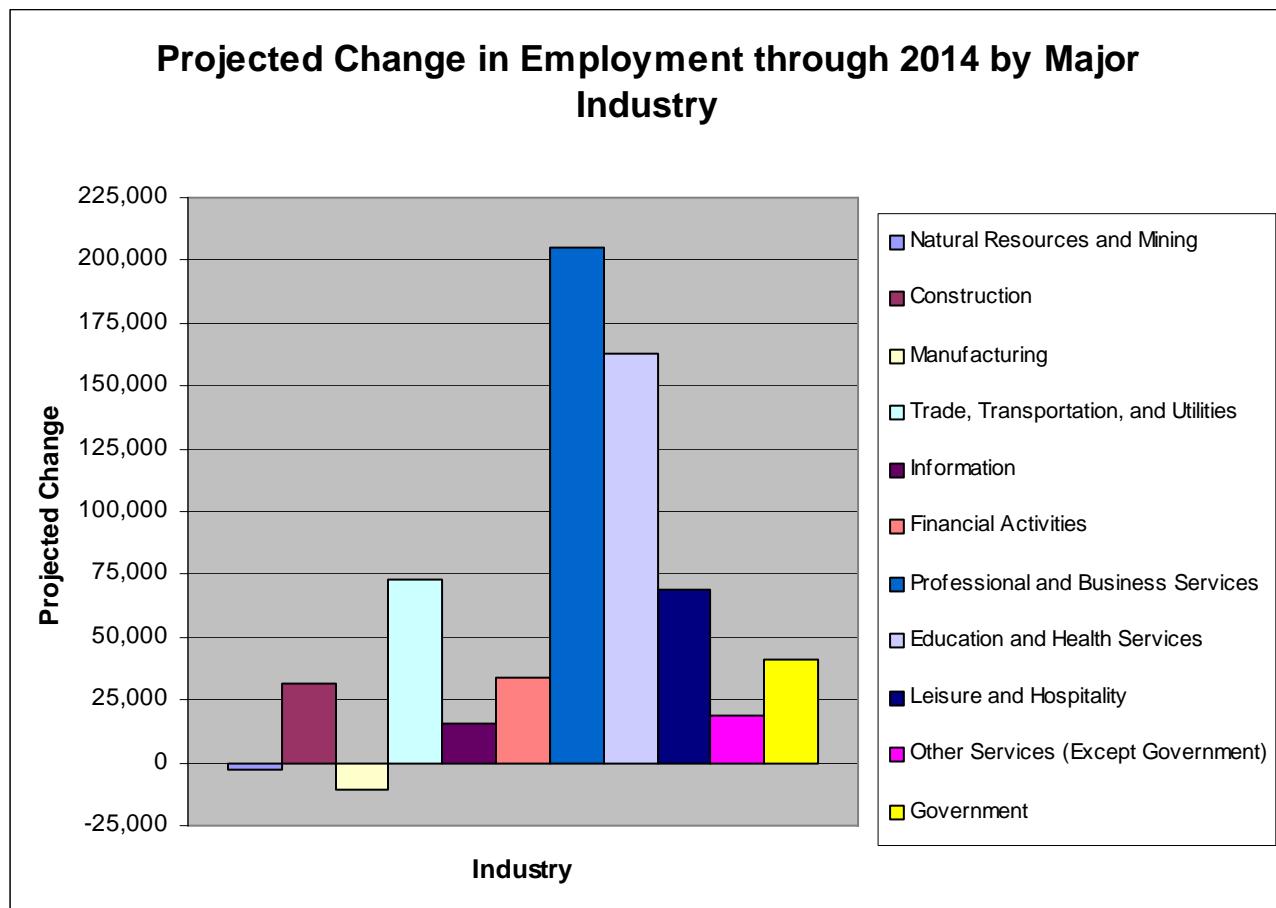
The long-term forecast estimates are riskier due to random, unforeseen, changes that may occur over the span of the decade. The short-term helps to discern structural movements that otherwise might not show up in the long-term projections.<sup>1</sup> As illustrated in Charts 2.1 and 2.2, the structural changes between employment levels in 2007, third quarter, through 2014 are minimal for most industries.

Chart 2.1



<sup>1</sup> The diagrams presented regarding industry/occupational forecasts represent forecasts for the broadest groups available. The Virginia Employment Commission's forecast data is obtainable at <http://velma.virtualmi.com>

Chart 2.2



The Professional and Business Services industry, the Education and Health Services industry, and the Trade, Transportation and Utilities industry all expect employment levels to be robust, in both the short-term and long-term. Moreover, the Leisure and Hospitality sector will also undergo considerable growth as Virginia benefits from overall growth in tourism.

The Manufacturing industry anticipates an employment reduction in both the short- and long-run. However, the level of declining employment will slow, as the decade progresses, and the industry will lose far fewer jobs than is forecast for the short-run. The Information sector expects mild declines in the short-run; however, the forecast indicates mild, and perhaps sustainable, rebounded growth into the long-term forecast period.

Charts 2.3 and 2.4 illustrate the structural changes in Virginia's broadest occupational industries throughout the forecast periods. Construction and Extraction occupations will have shown the largest growth with a forecasted increase of 12,000 by the end of the third quarter in 2007. However, with the current contraction in the new residential construction industry, that level will most likely be lower than forecasted, before rising again in 2008. Other occupations that will have grown considerably from the third quarter of 2005 to the same period of 2007 are:

Business and Financial; Computer and Mathematical; Food Preparation; Healthcare; Administrative Support; and Sales occupations.

Several occupations are growing modestly in the short-term, yet few are in decline. Those declining occupations are found in the broader group of Production occupations (mostly as a result of the contracting manufacturing sector) and the Farming, Fishing, and Forestry sectors; the later of which suffers from consolidated farming operations, development, depleting fish stocks, and more efficient foresting applications. Similar growth levels are predicted for the same occupations in the long-term forecasts. See Chart 2.4.

Chart 2.3

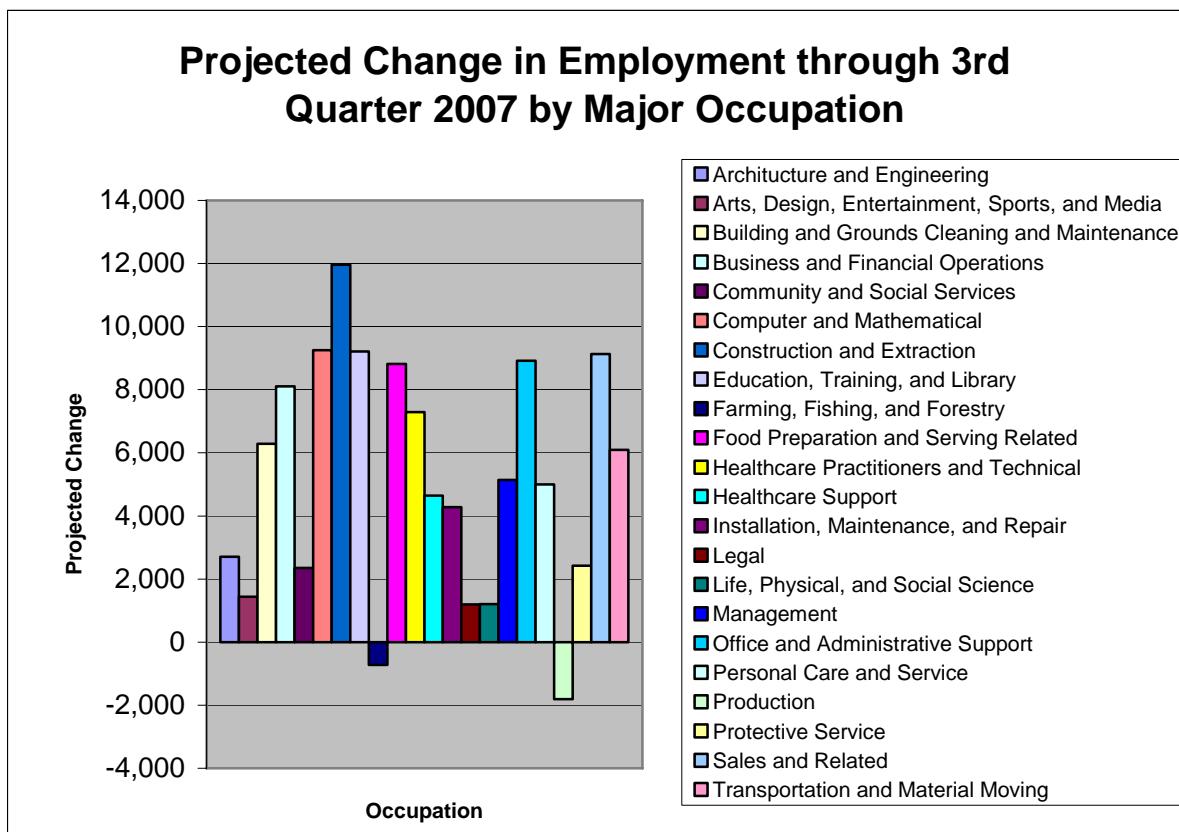
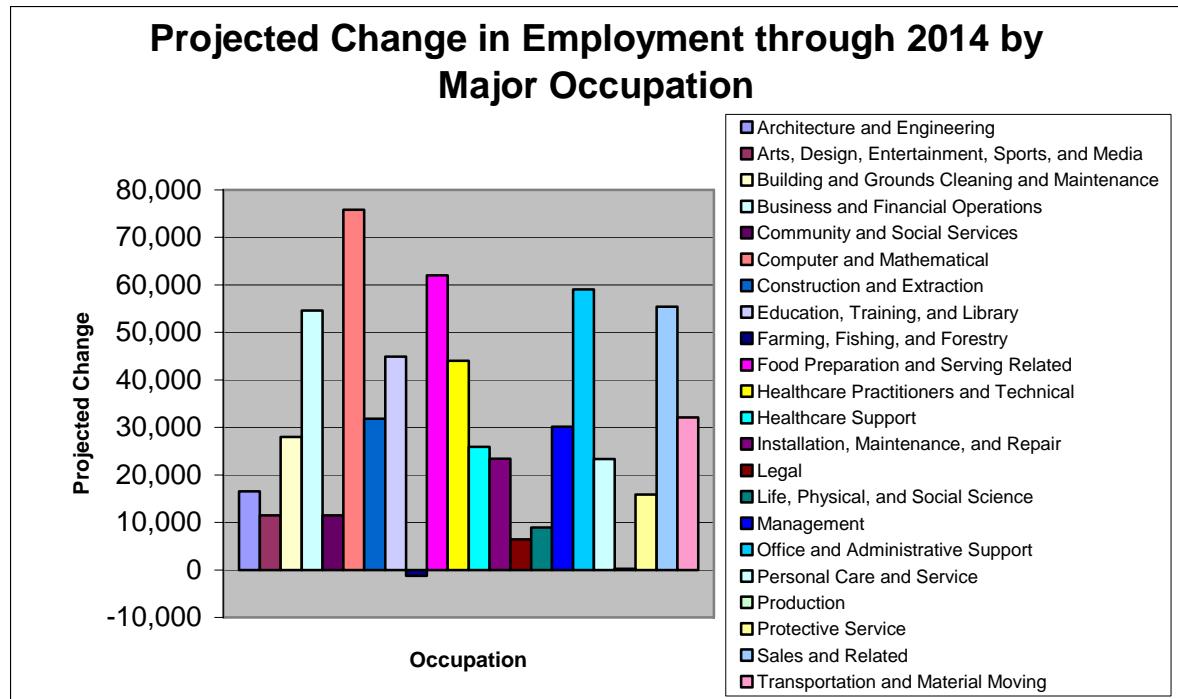


Chart 2.4



**In what industries and occupations is there a demand for skilled workers, both today and projected over the next decade?**

In all industries, in all occupations, in the short-term and long-term, the demand for a skilled labor force is strong. Virginia's workforce is highly diverse, providing the economy elasticity and strength, which will ensure stability through challenging times.

Attachment 2 shows the top 50 industries and the (non-corresponding) top 50 occupations for short-term and long-term in the state. Just a sampling of the top 50 industries include, Professional, Scientific, and Technical Services; Educational Services; and Specialty Trade Contractors. The top 50 occupations include Retail Salespersons; Janitors and Cleaners; and Registered Nurses.

For each occupation, despite the rareness or resemblance to other professions, workers must attain a set of skills, in order to work within that particular field. For example: a Management Analyst must analyze operational or management reports or records, analyze organizational operating practices or procedures, analyze workflow, conduct training for personnel, and identify problems or improvements, just to name a few. Whereas, a Waiter or Waitress must answer customer or public inquiries, balance a cash register, prepare beverages,

recognize customer intoxication, use knowledge of food handling rules, and replenish supplies of food, tableware or linens, just to name a few.<sup>3</sup> The data gives an idea about skill sets needed to successfully perform in each occupation, regardless of the educational level required.

In addition, the data reveals a fusion of common skills that connects each occupation. Such skills as, the ability to use computer-based technologies and to communicate effectively are essential for most tasks. The cross-occupational skill set idea is not a recent phenomenon. In fact, it has been developing over the past two decades, and will continue to evolve as the economy shifts further into an informational and service oriented era. Essentially, even occupations in the manufacturing industry, though declining, will demand technological and communication skills from workers, as they are included in the decision-making processes of plants. Moreover, as global competition increases, the ability to work in a high-tech environment and to communicate efficiently and effectively will become imperative to industry survival.

### **What jobs/occupations are most critical to the State's economy?**

As stated earlier, the professional and business services sector in Virginia is clearly the leader in job growth. While all jobs and occupations are critical for Virginia's economy, the sector demands an increasing level of education and training from the workforce and rewards those workers with higher than average salaries and wages. In 2006, this sector provided over one-third, 35.0 percent, of the employment gains. Forty-percent of this growth was concentrated in Northern Virginia, the state's largest metropolitan area, but the industry also saw expansions in most other urban areas. The Professional and Business Services sector will most likely continue to be the backbone of economic growth in Virginia. Within this group, the Professional, Scientific, and Technical Services sector provides software design, engineering, architecture, research and development, management and consulting. A larger proportion of these companies are clustered in Alexandria, Arlington, Fairfax, and around the Capital beltway and provide a sophisticated range of service providing enterprises made up of many innovative, flexible, and ambitious small firms that have made, and will continue to make, an important contribution to the Commonwealth.

The Professional, Scientific, and Technical Services sector benefits significantly from federal government contracts, especially from the Department of Defense (DOD), which has impacted firms in both Northern Virginia and the Norfolk area. For a list of the occupations that analysts considered critical to Virginia's continuous economical-growth, associated with the Professional, Scientific, and Technical Services sector, see Attachment 2.

Two other sectors and their particular occupations are vital to Virginia's continued economic strength. From 2005 to 2006, the Education and Health Services, and Government sectors (local – state – federal) contributed 18 percent and 20 percent, respectively, to the overall growth in employment. As noted, these sectors continually account for a major portion of total employment.

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<sup>3</sup> A List of occupational skills can be seen at  
[http://velma.virtualmi.com/occupation\\_onet.asp?session=occdetail&geo=5101000000](http://velma.virtualmi.com/occupation_onet.asp?session=occdetail&geo=5101000000)

## **What are the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?**

The disparities between the male and female employment participation rates have narrowed in recent time, and reflect childbearing years that one would expect. A more notable demographic, however, is the age distribution in the state's labor force. Generally, a normal distribution falls around the 25-54 age range and less employment is naturally in the earlier and latter ranges. However, as the large bubble of *baby-boomers* progresses through time, Virginia's 55-64 age range is growing at a very noticeable rate. See Chart 6.1<sup>1</sup>. This emerging trend will present both opportunities and challenges to employers and public resources.

Moreover, in this decade and the next, the wave of retiring baby-boomers is expected to grow. In fact, a study conducted by the Census Bureau, supported by VEC, anticipates the retiring population to have a large impact on museums, galleries and gardens, apparel from fabrics, and local suburban transit industries, which employed greater than 20 % of the workforce > 55 years of age in 2002<sup>2</sup>.

Chart 6.2, illustrates the composition of Virginia's employed civilian labor force by race in 2005. Of the 3,628,879 employed Virginians, 222,456 are of Hispanic ethnicity. Table 6.1<sup>3</sup>, displays the projected change in the United States population by race from 2000 to 2030 (Virginia population projections by race will be available in mid-2007).

The growing non-white population will contribute a major impact in changing the dynamics of the labor force availability.<sup>4</sup> Virginia data also reveals expected positive net growth in migration at least through 2025. According to current data, Virginia expects to gain approximately 66,000 and 100,000 workers from intrastate migration and immigration, respectively.<sup>5</sup> Although the skills and knowledge obtained by the retiring baby boomers are not easily replicable, the growing population will offer innovative ideas and resources to assist in filling the labor market demands.

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<sup>1</sup> Source: U.S. Census Bureau – 2005 American Community Survey. Available at: <http://www.census.gov/acs/www/index.html>.

<sup>2</sup> Carroll, Nick, and Cynthia Taeuber. "A Profile of Older Workers in Virginia." U.S. Census Bureau publication- July 2004. Available at <http://lehd.dsd.census.gov/led/library/profiles/led-ow-va.pdf>. This publication contains a wealth of information including statistics associated with industry turnover rates by age and industry earnings by age.

<sup>3</sup> Source: U.S. Census Bureau – Population Projections. Available at: <http://www.census.gov/population/www/projections/popproj.html>

<sup>4</sup> Campbell, Paul. "Population Projections for States by Age, Sex, Race, and Hispanic Origin: 1995 to 2025." Available at <http://www.census.gov/population/www/projections/ppl47.html>

<sup>5</sup> "Current Population Reports- Population Projections: States, 1995 – 2025." U.S. Census Bureau. Available at <http://www.census.gov/prod/2/pop/p25/p25-1131.pdf>

Chart 6.1

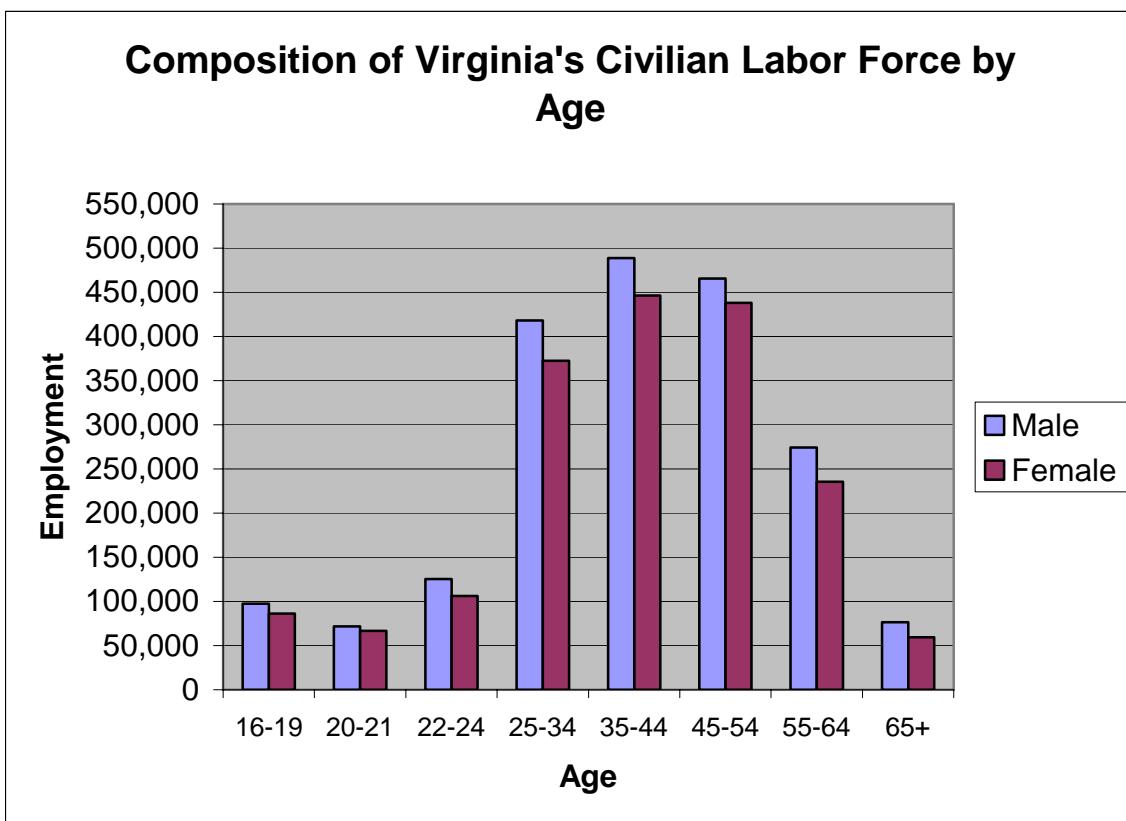
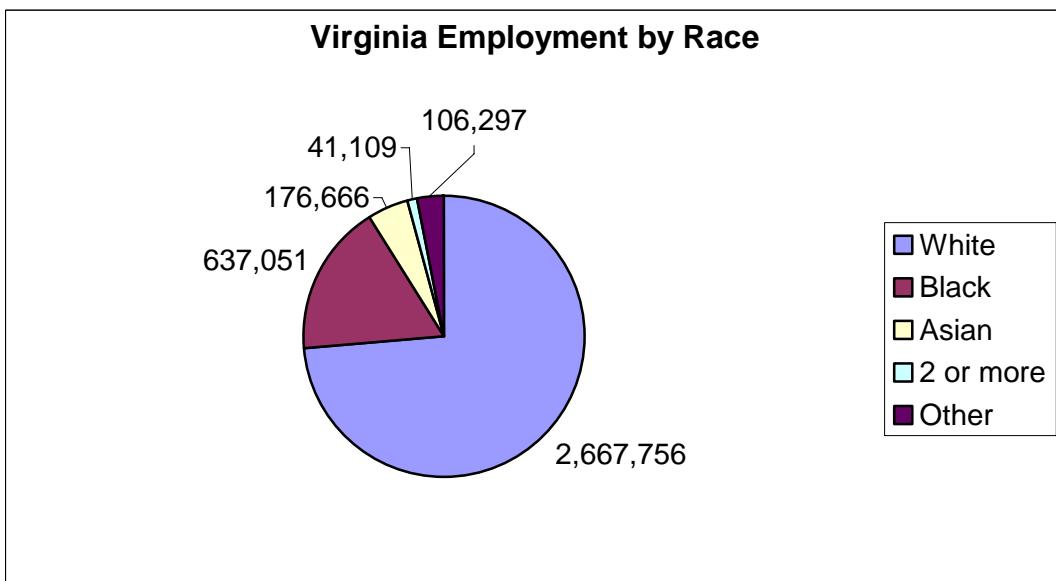


Chart 6.2



Hispanic Ethnicity\* 222,456  
\* Hispanic ethnicity includes all races

Table 6.1

**Population Change (in thousands) by Race: 2000-2030**

	<u>White alone</u>	<u>Black alone</u>	<u>Asian alone</u>	<u>All other races</u>	<u>Total</u>
United States	47,183	14,624	11,896	7,756	81,459
Virginia	Pending				

**Population Change (in thousands) for Hispanic Ethnicity\*: 2000-2030**Hispanic

United States	37,433
Virginia	Pending

\* Hispanic ethnicity includes all races.

**Is the State experiencing any “in migration” or “out migration” of workers that affect the labor pool?**

Virginia’s labor force commuter activity presented in tables 7.1 and 7.2<sup>1</sup> reflects the 2000 figures provided by the Census Bureau.

The determinants for commuter activities are quite diverse. A willingness to travel to work and the magnitude of traveling time relates to individual preferences. The location and availability of resources or opportunities also influence commuters’ desire to commute across the state lines, for employment.

A significant amount of Virginia’s workforce commutes, mainly into Maryland, North Carolina, District of Columbia, and West Virginia, as illustrated in tables 7.1 and 7.2. A comparison of Virginia’s total in-commuter and out-commuter activities reveals a net outflow of 85,509 commuters. The District of Columbia accounts for the majority of out-commuting activities; 157,952 net commuters. Conversely, Virginia receives a large inflow of commuters from Maryland; 58,286 net commuters.

The mass of commuter activity is mostly observed in WIA XI and XII, with a net of 70,749 and 13,487 out-commuters, respectively. Commuter activities in WIA I are also relatively

<sup>1</sup> Empty spaces in Tables 7.1 and 7.2 indicate commuter activity for the respective surrounding state is less than 1% of the WIA’s total labor force. Moreover, this chart reflects the recent combination of WIAs 4 and 5.

high with 5,319 net-commuters. However, the abovementioned locations, MD, NC, DC, and WV, do not include WIA I's 10,282 out-commuters. In fact, 5,892 of the commuters, from this region, commute into Tennessee.

Table 7.1

<b>Outcommuting</b>						
<b>WIA</b>	<b>Maryland</b>	<b>North Carolina</b>	<b>Washington D.C.</b>	<b>West Virginia</b>	<b>Other-Out of State</b>	<b>Total</b>
1					10,282	10,282
2		3,981		654	5,757	10,392
3				140	90	230
4				1,073	2,373	3,446
6	715		1,965		158	2,838
7					25	25
8		2,054			232	2,286
9					0	
10			118			118
11	36,207		114,621		0	150,828
12	11,249		65,555		0	76,804
13	4,355		6,596		331	11,282
14					264	264
15		278			27	305
16		462			297	759
17		7,208			59	7,267
Virginia	52,526	13,983	188,855	1,867	19,895	277,126

Table 7.2

<b>Incommuting</b>						
<b>WIA</b>	<b>Maryland</b>	<b>North Carolina</b>	<b>Washington D.C.</b>	<b>West Virginia</b>	<b>Other-Out of State</b>	<b>Total</b>
1					4,963	4,963
2		928		2,369	8,038	11,335
3				1,019	152	1,171
4				10,740	1,066	11,806
6	269		182		247	698
7					150	150
8		986			180	1,166
9					63	63
10						
11	61,172		14,347		4,560	80,079
12	46,931		16,204		182	63,317
13	2,440		170		274	2,884
14					637	637
15		1,314			283	1,597
16		7,579			288	7,867
17		3,863			21	3,884

Virginia	110,812	14,670	30,903	14,128	21,104	191,617
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Source: U.S. Census Bureau

**Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill-gaps is Virginia experiencing today, and what skill gaps are projected over the next decade?**

Productive labor markets allocate workers' skills efficiently in order to meet the economy's demands. Estimating the availability of workers' skills in a labor market is a challenging task, considering the quantity of diverse occupations. Additionally, an individual's core competencies are difficult to recognize from a broader economic scope. In an attempt to generalize the occupational demands, the *Occupational Information Network (O\*NET)* identified thirty-five skills, and ranked their relevance with respect to each occupation.<sup>1</sup>

*O\*NET's* database was studied in an effort to understand general skill-sets needed in the labor force.<sup>2</sup> By utilizing recent unemployment claims records, VEC conducted a comparison of the unemployed workforce, with respect to the thirty-five skills identified by *O\*NET* and their occupational relevance.

The comparison revealed that the unemployed workforce generally possessed a higher degree of skills related to equipment maintenance, repairing, and installation. Additionally, a lack of abstract skills – related to cognition – was present, relative to the employed workforce. In fact, skills related to science were most often deficient, followed by skill shortages in occupations involving a higher degree of instructing, complex problem solving, technology design, judgment and decision making, and active learning.

VEC identified the aforementioned skill-gaps with limited resources. As a result, the staff studied a sample within the colossal of claimant records, which based the comparison on an uncontrolled wider range of outcomes, in an area of uncertainty. However, the *Projections Workgroup* is currently working on a technological tool (“*Skills-Based Employment Projections Module*”), which will aid analysts in conducting more detailed occupational skill-gap studies in the future. This tool will prolifically assist analysts in obtaining the parameters they seek, with a higher degree of certainty and accuracy.

It is extremely difficult to evaluate the skills of employees into the future. New entrants into the workforce will be guided by demand; and current workers who will be employed in the next, say, ten years may obtain the skills they will need via experience and training. We are hopeful that the new *Skills-Based Employment Projections Module* mentioned above will facilitate a better understanding in this regard.

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<sup>1</sup> A wealth of information, including a list of the skills, is available at <http://online.onetcenter.org/>

<sup>2</sup> The Virginia Employment Commission utilized the O\*NET list of skills in the identification of relevant skills gaps.

- I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified? and
- J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?

An educated and well-trained workforce is a fundamental requirement for economic development efforts across the Commonwealth.

The composition of Virginia's workforce by industry is changing. Although traditional manufacturing is declining, the service sector continues to grow. "Office and Administrative Support" and "Sales and Related" are the two largest occupational categories, and account for 28.1% of the state's workforce. The projected fastest growing occupations are computer specialists, persons working in business and financial operations, and workers in health care support occupations.

The skills and education required for entry into the new jobs in Virginia are increasing while jobs for those with less than a high school diploma are dwindling. Declines in traditional textile, apparel, tobacco and furniture manufacturing over the past decade have decreased employment opportunities for lower skilled workers, particularly in rural areas of the state. The rate of high school completion critically affects the ability of regions to attract emerging industries that provide good wages, and affects the ability of individuals to fully participate in economic growth.

High school diploma attainment increased in Virginia from 1990 to 2000, from 75.2 percent of the adult population to 82.5 percent. However, among younger Virginians ages 18 to 24, high school attainment has declined in that time period from 79.7 percent to 79.4 percent. Although Virginia stands 11<sup>th</sup> in the nation for this measure, too many of our young adults lack a high school diploma. Furthermore, among those who do graduate from high school, too many are unprepared for rigorous postsecondary education or skilled work. Recognizing that workforce development is no longer viewed primarily as an extension of social welfare policy, but as an essential part of the state's economic growth policy, the State has identified the following challenges, which become the issues to be addressed through the implementation of the Governor's Workforce Development Strategic Plan.

- Virginia lacks a coherent coordinated system of workforce training, with responsibility spread among numerous programs and agencies. This leads to duplication of services.
- There are no common or consistent labor market outcomes across all programs to determine performance or value in a systematic way
- In some instances workforce training programs do not reflect demands in the market
- Workers, job seekers and employers have to navigate a myriad of entry/exit points to reach appropriate services

- Low wage workers need special supports and interventions to move up in the labor market
- In general, effective governance and accountability in workforce policy is absent

## V. Overarching State Strategies

- A. Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)

The Governor has adopted a new set of guidelines for the use of statewide WIA funds in order to maximize efficient use of limited resources and to use the funds to drive skills development and other strategies identified in the Governor's Workforce Development Strategic Plan in a performance-based manner.

The guideline specify the following:

- ◆ Funds will not be used to support on-going agency or organizational activities.
- ◆ Activities to be funded must relate to the purpose of the WIA and the optional use of WIA discretionary funds.
- ◆ Funds will be awarded based on performance and outcomes.
- ◆ Funds must leverage other funds other than the 15% WIA discretionary funds.
- ◆ Activities to be funded must be coordinated with the Workforce Investment Boards (WIBs) and the One Stop Service Delivery Centers at the local level.
- ◆ Funds will be awarded on a one-time basis, with exceptions related to the Governor's workforce agenda. Funds will not be awarded more than once to an entity that did not meet performance or outcomes measures.
- ◆ Activities to be funded will support the Governor's Workforce Development Strategic Plan.
- ◆ Activities to be funded cannot duplicate services provided through the Virginia Workforce Network, which is the state's One Stop Service Delivery Center System. Activities to be funded can embellish and enhance the Virginia Workforce Network.

Grants are made at the discretion of the Governor on advice from the Senior Advisor to the Governor for Workforce. The Senior Advisor consults with the Virginia Workforce Council prior to making recommendations to the Governor on the award of funds. The WIA discretionary funds provide the Governor flexibility and leverage in addressing the myriad of workforce needs in the diverse regions of the state based on economic demand. The Governor places a priority on performance and outcome measures. These outcome measures should relate to employment and increased wages. Further, the Governor encourages regional cooperation among jurisdictions. Additionally, achieving parity of skill level among individuals in diverse areas of the state is imperative and projects which address skills upgrade for low-skilled adults will receive special attention. These funds are also directed at building the capacity

and continuous improvement of Virginia's workforce development system. Innovation and demonstration projects, which focus on best or promising practices, are encouraged.

Other strategies to be explored in the leveraging of funds includes, but are not limited to:

- Shared cost activities among multiple programs in an environment where individual funding streams continue to be reduced
- Collaborative grant writing
- Fee for services developed at the one stop level
- Comprehensive marketing efforts being developed at the State level by the Virginia Workforce Council to market the state system, and three local-level marketing pilots to expand local awareness of the state system

B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§112(b)(4)(D), 112(a).)

Strategies, action items, timelines and responsible parties to complete actions are all identified in the Governor's Workforce Development Strategic Plan at Attachment 1. As previously mentioned, this plan frames the Governor's priorities with respect to improving the workforce system in Virginia while responding to the national strategic direction in terms of skills and talent development, regional economies and sectoral strategies. Additionally the Commonwealth shall employ:

- ✓ Local demand planning and employer surveys ensure the groundwork for a demand driven workforce system
- ✓ Statewide on-line training and testing that will lead to certification for one stop center and system staff to improve the quality and value of services provided through the one stop system
- ✓ Collaborative planning among various Federally funded youth partners will result in a State plan to mirror the refocusing of WIA youth investments
- ✓ Various waivers to regulatory requirements sought elsewhere in the Plan to allow a more flexible system to meet diverse needs
- ✓ The Career Readiness Certificate provides strategies to certify that individuals possess basic employment skills that are in demand by the employer community

C. Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§112(a), 112(b)(4)(A).) The State may want to consider:

An industry, occupation, and skills cluster analysis of the Commonwealth has resulted in a comprehensive profile of (1) existing core industry clusters and their supplier and customer industries and (2) occupations and skills inherent to those industries. The industry clusters for Virginia identified and promoted by the Virginia Economic Development Partnership are:

[Aerospace](#), [Automotive](#), [Biosciences](#), [Distribution](#), [Electronics](#), [Financial Services](#), [Food Processing](#), [Motorsports](#), and [Plastics](#)

Using the results of the industry, occupation, and skills cluster analysis, the Economic and Workforce Development Blue Print has defined strategies for linking economic development and workforce development at the state and regional levels. Five key themes addressed :

- (1) Recruitment of new industries;
- (2) Retention and expansion of existing industries;
- (3) Sustainable use of natural resources;
- (4) Infrastructure; and
- (5) Education and training of the workforce.

D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)

The Workforce Sub cabinet ensures strategic partnerships at the highest level of state government with regard to education, human services, workforce development and economic development. The Virginia Workforce Council also serves as a vehicle to promote ongoing and sustained strategic partnerships that include business and industry, labor, economic development, the public workforce system, and education partners. As a body, this group works to: identify current and emerging statewide workforce needs of the business community, forecast and identify training requirements for the new workforce, and create strategies that will match trained workers with available jobs.

E. What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries?  
(§112(b)(17)(A)(i), and 112(b)(4)(A).)

Specific action items include:

- |  |
|--|
| 1. Establish certified and competency-based assessments and credentials that meet employer demands and create a world-class pipeline of competitive employees that have the capability of filling the attrition that will occur by 2009 in demand occupations. |
|--|

2. Identify the major demand occupations by state and region annually.
3. Establish workforce priorities and incentives to address employer occupational demands in rural areas by 2008.
4. Provide incentives throughout the workforce system, such as incentives for workers to enter high-demand occupations, to increase the ability to meet future workforce demands by 2009.
5. Provide aptitude screening tests, developed in partnership with the private sector, to assist high-tech employers to locate candidates who, with a modest investment in training, have the potential to become highly productive employees. These employees will help to fill vital needs in the Commonwealth for high-wage, high-tech jobs.

Specific to WIA funds, there is a requirement that training resources be spent on training in high growth and high demand occupations through the State's ITA Policy (#00-8, <http://www.vec.virginia.gov/pdf/policy008.pdf>). This year's guidance to local areas in regard to demand planning requires WIBs to respond to the following:

### **A Demand Side**

1. What is the current makeup of the region's economic base by industry?
2. What jobs or occupations are in demand in the region's economy?
3. What industries and occupations are expected to decline in the short term and over a longer term period?
4. What job skills are necessary to obtain the available, critical and projected jobs in the region?
5. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skills gaps is the region experiencing today and what are the projected skill gaps?
6. What are the region's economic development goals for attracting, retaining and growing business and industry?

### **B. Supply Side**

1. What are the current and projected demographics of the available labor pool in the local workforce service area – including the incumbent workforce – both now and over the next decade?
2. What is the capacity of local educational institutions, training providers and other service entities to assist the local labor pool in preparing to meet the above demands? How do the WIBs policies and procedures for placing and recertifying training providers on the eligible training provider list assist in ensuring greater alignment between

educational capacity and employer need?

3. What are the educational and job-training needs of individuals served by the local workforce investment system? Please refer to any specific target groups based on the specific partners in the local area or specific goals of the system.
4. How will local economic trends affect any special population groups the local workforce investment board has targeted?

System partner agencies have also agreed that where there is alignment with their specific customer bases, training could be offered around the industry clusters identified in the “*Economic and Workforce Development Blue Print for the Commonwealth*”. This document provides a comprehensive profile of (1) existing core industry clusters and their supplier and customer industries and (2) occupations and skills inherent to those industries.

F. What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State’s economic strategy? §§112(b)(4)(A) and 112(b)(17)(A)(i.) (**2005 text Unchanged**)

Current strategies at a state-wide level are centered on the Department of Business Assistance, which offers the following services: [Business Launch Pad](#). This online guide provides a step-by-step process of starting, expanding or relocating a business in Virginia, including checklists, helpful tips and licensing procedures, a listing of [Counseling Resources](#) to help find organizations in an area that specialize in providing one-on-one counseling to small businesses, an [Existing Business Services division](#) helps businesses of all sizes in all industries with solutions to their business needs, the [Virginia Small Business Incubator Grant Program](#) which provides matching grants to local and regional organizations for the development and support of small business incubators and the [Business Resource Center](#) which offers a wealth of information on getting started, incentives, financing, workforce training, and other resources available to help small business prosper.

The Department of Business Assistance also administers the Virginia Workforce Council’s incumbent worker training program (IWT). Applications for the IWT Program are open to all Virginia businesses that have been in operation for a minimum of one year prior to the application date and require training for existing employees. With the high demand and limited funding available, applicants are encouraged to form training consortiums with other businesses to address training for skill sets that are shared across industry sectors. The program is targeted to companies with 100 or fewer employees who meet at least one other program criteria. Training can be conducted at the business’s own facility, at the training provider’s facility or at a combination of sites. Businesses must provide a minimum 50/50 matching contribution to the training project. The match may include in-kind services. IWT Program funds are not intended to supplant training normally provided by employers. In FY04, DBA had a program goal of retraining 1,800 workers, and provided assistance to 43 companies and funding of 2,081 jobs, exceeding the goal by 16 percent. (the full description of the program can be found at <http://www.vwn.virginia.gov/pdfs/policy0204.pdf>

Virginia strategy at the local level has also been grounded in our Tier 2 certification process for one-stop centers, which will require that each comprehensive center have a Business Services Team/Unit in place to Provide/Coordinate Services to Employers and one certified Business and Industry Consultant staff member. It is the hope that Virginia's one stop centers will become the human resource department for small businesses and provide such workforce services as needed.

Other partner and extended system strategies include the Work Opportunity Tax Credit Program, the Department of Social Services subsidized employment and TANF/Food stamp employment and training program and the Virginia Community College System entrepreneurial courses offered at local campuses.

G. How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)

The Governor has adopted a new set of guidelines for the use of statewide WIA funds in order to maximize efficient use of limited resources and to use the funds to drive skills development and other strategies identified in the Governor's Workforce Development Strategic Plan in a performance-based manner.

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Additionally, achieving parity of skill level among individuals in diverse areas of the state is imperative and projects which address skills upgrade for low-skilled adults will receive special attention. These funds are also directed at building the capacity and continuous improvement of Virginia's workforce development system.

Innovation and demonstration projects, which focus on best or promising practices, are encouraged.

H. Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)

The State has developed an inter-agency group with representation from the Virginia Employment Commission, the Job Corps, the Department of Education, the Department of Social Services, the Department of Correctional Education and the Department of Juvenile Justice which mirrors the Federal-level Youth Strategy being employed by the U.S. Departments of Labor, Education and Health and Human Services.

The group's goal is to establish and develop a mechanism and process that will ensure information sharing in a timely manner, cross-staff training, joint informational materials, continuation of building trust and confidence, and providing useful and evidenced-based information to policy makers concerning issues and problems of providing services and training to the *neediest* youth in Virginia. Achievement of this goal is two-fold. First, the group is currently involved in providing information to each other's system and front-line staff in order to increase interaction and establish relationships that will facilitate enhanced service delivery to all youth in need, regardless of their entry point into the system. Secondly, the group is also developing a comprehensive delivery model that will be shared with policy makers and executive leadership in government and business.

The State has operated under an approved waiver for two years now that allows WIA older and out-of-school youth the ability to access training from the State Training Provider list, thereby linking their training opportunities with occupations in demand.

The Virginia Community College System and the Department of Education are also collaborating on certain strategies such as the Career Coach program, where local community college employees are based in local high schools and serve as community college academic and career advisors for high school students. The planned outcomes are to increase high school enrollment in secondary to post secondary pathway programs, increase in number of high school students who graduate from secondary school with community college academic credits, and increase in the number of high school graduates who subsequently enroll in a community college following their high school course of study, where they can access training in demand occupations. Another collaboration between these partner agencies to the benefit of youth is the Bridge Partnership where selected high schools and community colleges work together to enhance the learning path from 10th grade through entry and success in college. As members of the Partnership, high schools and community colleges are dedicated to advancing college preparedness

I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)

The Commonwealth is currently in the process, through a deputy cabinet level task force, of conducting a funding and allocation study of the major workforce development and training programs administered in the Commonwealth. This study is a result of a new directive in the State Code to assist the Governor in determining the appropriate allocation of funds and other resources that have been appropriated or are otherwise available for disbursement by the Commonwealth for workforce development programs and activities. Part of the survey instrument will help the task force discern where there are barriers in the various program's laws regulations and policies in forming recommendations to the Governor on how to address those items along with allocation and flexibility that may exist.

J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to § 189(i) and §192.

### **Waiver Requests**

Under the authority granted at Section 189 of the Workforce Investment Act, Virginia seeks approval to extend all previously approved waivers granted by the USDOL with this submission of the WIA State Plan for 2007-2009 to assist in maintaining the flexibility provided by the waivers. The flexibility helps us ensure a system that is demand-driven and responsive to the needs of its users. By incorporating these waiver requests into the State Plan, the opportunity for public review and comment was concurrent with the public comment period for the plan, in addition to direct consultation with representatives of the workforce investment boards when the original waivers were requested. There are no known State or local statutory or regulatory barriers to continued implementation of these waiver requests.

## **Waiver Extension Request #1**

### **Statutory/ Administrative Requirements to be waived**

WIA Section 133(b)(4) and 20 CFR 667.140, *Funds Transfer Authority*

Virginia requests a waiver to eliminate the 20 % limitation on transferring local WIA funds between the Adult and Dislocated worker programs so that 100% of the Adult and Dislocated Worker funding is available to meet the workforce needs of the local areas.

### **Goals of the waiver and expected outcomes**

This waiver will allow local boards more flexibility in providing services based upon local need and demand. Program needs change quickly at the local level. Each of Virginia's 17 local areas serves diverse groups of job seekers and businesses, from urban, suburban and rural and often remote perspectives. Changes in regional economies can often place increased demands on dislocated worker funds, and likewise, continued reductions in adult program funding can limit some areas in serving those adults most in need. This waiver will "level" the field and by allowing local boards to design innovative programs and be responsive in a demand-driven environment.

### **Individuals impacted by the waiver**

Adults and dislocated workers eligible for the program will be positively impacted by the waiver as local boards can move significant amounts of funding for services that respond to the actual needs in the area.

### **Process to use in monitoring progress in implementing the waiver**

Field Guidance Memorandum #02-04 <http://www.vwn.virginia.gov/pdfs/tfg0204.pdf> was amended in 2005 to identify the new process for transferring funds. After approval of a request submitted in accordance with this guidance document, the State fiscal agent issued a modified Notice of Obligation. Subsequent monthly financial reports after the revised NOO allow the transferred funds to be tracked in the new program. A copy of the revised NOO is provided to the WIA Division for monitoring purposes. The use of this waiver and its impacts can be reviewed at any time through financial records maintained by the state.

## **Waiver Extension Request #2**

### **Statutory/ Administrative Requirements to be waived**

WIA Section 134(a)(1)(B) and 20 CFR 665.200-220, *Use of local funds for certain Statewide Activities for Adults and Dislocated Workers*

Virginia requests a waiver to allow local boards, upon request and approval by the Governor, to designate up to 25% of their local adult and dislocated worker allocation as local activity funds.

This waiver would remove the current provision which only allows Statewide funds to be used for incumbent worker training with customers who do not meet WIA eligibility.

### **Goals of the waiver and expected outcomes**

The local activity fund designation would allow local boards to implement innovative incumbent worker training programs consistent with how the State is able to conduct such activities under Section 134 of the WIA and 665.200-220 of the Final Regulations.

The goal of this waiver is to allow local boards some flexibility if determined necessary to be more responsive to the needs of the employer community while also allowing employed individuals who may not meet WIA income eligibility requirements to upgrade their skills. While the State does currently fund an incumbent worker training program from the statewide funds, such activities remains a popular choice for the employer community, with the current need outpacing the amount of state funding available for such use. In order to allow local boards the ability to be more demand-driven in their services and strengthening their linkages with the economic development and employer linkages, this waiver is being sought. No other statewide activity allowed under Section 134 of the WIA would be granted to local boards other than incumbent worker training. The current 10% administration limit will remain and performance outcomes will still be required to be met, as these will be local funds and not statewide funds.

An expected outcome of the waiver is to make the local boards more known and relevant to the employer and economic development community, expose more individuals to the one stop system where they might not otherwise utilize its services and provide local boards with flexibility while maintaining accountability and fiscal integrity.

### **Individuals impacted by the waiver**

The waiver will immediately and most directly benefit employers, incumbent workers and boards in meeting economic development needs. It also aligns with the Governor's economic development goals of retaining and assisting existing employers or new employers that have specialized training needs in order to remain competitive in a global and ever-changing economy. This waiver would encourage boards to partner with more employers and labor and community organizations to promote universal access for more individuals.

### **Process to use in monitoring progress in implementing the waiver**

Virginia has amended its Incumbent and Employed Adult policy provisions as a result of the original waiver, at <http://www.vwn.virginia.gov/pdfs/policy0204.pdf>. In requesting a local fund designation for incumbent worker training, the local board would have to submit a local plan waiver to the State in addition to the request. The plan amendment would identify the exact percentage to be set aside, up to 25%, or at least \$20,000 for low-funded areas as defined by the state. The local plan must describe the services and activities to be funded, a target number of employers and/or employees that will benefit from the funds, how the service aligns with the local plans' strategic goals and ensure that the training is for high demand or high growth occupations.

These plan amendments allow the state to annually review and evaluate the impacts of the waiver.

In combination with Waiver #1 above, the funding flexibility afforded to local boards should provide for adjustments to ensure that all populations benefit from WIA and other partner services. Annual review of funding and populations served may result in the State adjusting local activity funding percentages, though this has not been determined necessary to date.

### **Waiver Extension Request #3**

#### **Statutory/ Administrative Requirements to be waived**

WIA Sections 128(c) and 133(c), and 20 CFR Part 667.160, *Allow the State the option of recapturing funds from local areas that have not expended at least 80% of their local funds in the first year to be used for statewide use or reallocated to other eligible local areas, wherein currently recaptured funds from the first year may only be reallocated to other local eligible areas.*

#### **Goals of the waiver and expected outcomes**

While the Commonwealth has not enacted policy to date on this ability to recapture funds based upon expenditure, we do wish to maintain this flexibility under our existing waiver approval, especially given the continued nationwide concern expressed about the expenditure rates for WIA funds. By having the option to recapture local funds at the end of the first year, the State will be in a better position to have resources available to respond to national directions, priorities and challenges at the State level and also advance implementation of the Governor's Workforce Development Strategic Plan. The State will also be better positioned to provide increased linkages with economic development initiatives and may be able to provide localized assistance in service provisions where a local area is currently underserved. State WIA Policy 02-02 would require modification to implement this waiver.

#### **Individuals impacted by the waiver**

Local areas with a documented need for and ability to spend additional funds for services will benefit and Statewide activities to implement actions identified in this plan will also benefit.

#### **Process to use in monitoring progress in implementing the waiver**

Fiscal information and local expenditure rate reports will allow the state to monitor the affects of any policy implemented under this waiver, and also determine how much funding can be expended by the State for uses determined by the Governor to support identified Federal and State initiatives and how much can be reallocated to other local areas who have met the expenditure requirements of WIA.

## **Waiver Extension Request #4**

### **Statutory/ Administrative Requirements to be waived**

Sec. 181 (e) of the WIA, Waiver of "economic development" prohibition on use of funds

### **Goals of the waiver and expected outcomes**

Allow the Governor the flexibility in supporting statewide efforts to promote workforce and economic development collaboration in system building, and affords the same flexibility for local elected officials. This effort will result in sustained relationships for collaboration such as regional workforce & economic development teams to develop strategies & tactics of mutual importance; joint innovative strategies for meeting sectoral and incumbent worker skill needs; and regional (across WIBs) strategies targeted to high-growth industries.

### **Individuals impacted by the waiver**

Local areas, local & regional economic departments and local governments who evidence an interest and a need to collaborate with WIBs for lay-off aversion, business retention, expansion and attraction

### **Process to use in monitoring progress in implementing the waiver**

The waiver as approved allows for economic development activities that are workforce development or human capital solution oriented. A state policy has been developed and issued by the Virginia Workforce Council, and can be viewed at:

<http://www.vwn.virginia.gov/pdfs/policy0504.pdf>. The Council and its staff (VWC) will monitor progress through specific reporting requirements at regular frequencies. The VWC has a long-term view of this effort and will monitor it closely and provide appropriate incentives for locals in this regard.

## **Waiver Extension Request #5**

### **Statutory/ Administrative Requirements to be waived**

20 CFR 665.320(d)(2), for funds reserved for allowable state activities under WIA Sec. 133 (a)(2), to allow the transfer of up to 50 percent of the state set-aside Rapid Response funds to the Governor's Reserve funds. The funds would be used only for program purposes allowable under section 134 (a), not administration as indicated in Section 134(a)(3)(A)(i.) and (B). This transfer authority would be analogous at the state level to the authority of local areas to transfer funds among adult and dislocated worker funding streams.

### **Goals of the waiver and expected outcomes**

The original genesis of this request was to allow the State increased flexibility in serving dislocated workers impacted by the mass layoffs at the Ford plant in Norfolk and its related

suppliers. Since the waiver approval, Volvo Trucks in Dublin has laid off some 1,000 workers. The State also believes that the flexibility afforded by this waiver is also in line with the USDOL's reform principles and direction to promote cross-cutting of separate programs and silos to enhance the effectiveness of service delivery and better meet customer demands and needs. By having the increased flexibility to provide additional services with rapid response funds, the state will also be better positioned to increase expenditure rates. This

### **Individuals impacted by the waiver**

Employers, job seekers and incumbent workers benefit from the ability to maximize training services to meet skill needs. Other entities that can assist in the implementation of the Governor's Workforce Development Strategic Plan will also allow the entire system to benefit from various perspectives.

### **Process to use in monitoring progress in implementing the waivers**

The State, through the Governor's Office for Workforce Development, will ensure regular review of funds and activities to monitor outcomes and impacts and make appropriate adjustments. This will be accomplished through use of existing fiscal reporting capabilities and use of the Virginia Workforce Network Information System, the Commonwealth's system of record for WIA programs.

VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)

A. What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)

The Virginia Workforce Council has recently adopted 8 State system measures recommended by the Integrated Performance Information project funded by USDOL and is beginning the study process on what type information system will be necessary to support these measures and generate reporting. There is a state agency task group representing the major workforce development programs in the State (WIA, Job Service, Adult Education, Vocational Rehabilitation, Senior Services, Perkins, Apprenticeship, TANF and FSET) that works to address implementation issues associated with the system measures, such as common definitions, and confidentiality and data sharing agreements. The Governor's Workforce Development Strategic Plan now requires the following to occur:

1. Institutionalize as state policy the eight workforce system measures adopted by the VWC for all state workforce training programs.

#### Accountability measures by 2007

- short-term employment rate
- long-term employment rate

- earnings level
- credential completion rate
- repeat employer customers

Performance indicators by 2010

- employer market penetration
- taxpayer return on investment
- participant return on investment

2. Develop and support an electronic data warehouse to extract, compare, analyze, and store outcome data by 2009 and seek state funds and workforce partner funds to support the data warehouse.

The Virginia Workforce Network Information System (VWNIS) is the State WIA management information system that was designed with the capability of adding other partner programs for common use of a single system. The Virginia Employment Commission is now partnering with WIA to add job service functionality to the system, which is being redesigned with vendor assistance and should be operational in the Fall of 2007. The new system will be known as the Virginia Workforce Connection.

With regard to integrated service delivery, the Virginia Workforce Council adopted the Minimum Standards for One Stop Service Delivery in March of 2004. (The full document can be found at: <http://www.vec.virginia.gov/vecportal/vwc/pdfs/lwibminstandardfinal.pdf>).

In summary, this document sets forth certain principles based on the collaboration of service providers who collectively provide the services identified in this document through local One-Stop Career Centers. Partner services should be provided in an integrated manner to meet individual customer needs. The local One-Stop Career Center(s) should be designed to increase awareness of, and access to, partner program services and to promote the establishment of a service delivery system that is responsive to the needs of our customers. The local service delivery design must reflect the following guiding principles:

Adherence to a locally developed strategic plan that is based on employer, worker and jobseeker needs and encourages a common direction among diverse employment, education, and training programs;

Universality of service access by employers, workers and jobseekers with multiple access points;

Customer choice regarding the method of access and the information and services provided;

Maximum utilization of resources through co-location and shared operating costs, consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*;

Ease of customer access: one-stop career center site is based upon local factors that make

locations convenient for customer use, with a minimum of one comprehensive One-stop career center per Local Workforce Investment Area that provides accessibility to all partner programs and offers all of the core services;

Service delivery that is driven by individual employer, worker and jobseeker needs rather than program offerings and eligibility;

Market driven services developed through private sector leadership;

Integration of services across agencies and programs, replacing fragmentation and duplication with coordination and consolidation, consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*;

Customer focused staff and services supported by customer satisfaction measures that promote continuous improvement;

Accountability based on established performance measures and results; and

Development and implementation of a unified plan and joint budget for local partner programs, consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*.

- B. What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)

Please see response to item A. above for one-stop system issues.

The State is also embarking upon a pilot project to create model one stop centers in certain regions of the state with hopes to build upon the successes achieved in these pilots and replicate throughout the state. At the time of this plan writing, a comprehensive one stop site in Charlottesville is progressing in the planning stages with a projected targeted opening date in the Fall of 2007. This center would include the physical co-location of the following:

#### STATE AGENCIES:

Virginia Employment Commission, Department of Rehabilitative Services, Department of Veterans Services, Department for the Blind and Vision Impaired, Department for the Deaf and Hard of Hearing, Piedmont Community College, George Mason University (PTAP- Procurement Technical Asst Program)

## WORKFORCE PARTNERS (PRIVATE OR LOCAL GOV ENTITIES):

Piedmont Workforce Network, Charlottesville Redevelopment Housing Authority, Charlottesville Department of Social Services, Monticello Area Community Action Agency, Department of Education (Reading Specialist), Albemarle Department of Education GED Instructor/Adult Ed and Re-Integration Counselor Job Corp

In addition to physical co-location and addressing the barriers that have prevented this from occurring, the pilot project also focuses on re-engineering the delivery of services to a functional basis rather than which entity provides them.

The State has not currently issued policy or guidance that dictates beyond the current local government flexibility afforded by law in establishing local administrative structure.

### C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)

The Virginia Workforce Council sets forth minimum standards for consistency of service that are the “baseline” for serving customers of the local Virginia and Workforce and Career Development System. They are intended to be used as customer service standards that shift service delivery from a program-driven system to a customer-driven system. These standards are only minima and local Workforce Investment Boards/Local Elected Officials (LWIBs/CLEOs) are encouraged to extend beyond these services and standards to better serve employers, workers and job seekers.

The Minimum Standards for the One Stop System in Virginia addresses universal access and uniformity of services, summarized as follows:

Services from the state’s major workforce development programs are accessible in a manner that is seamless to the customer and consistent with the *State Level Memorandum of Understanding Under the Workforce Investment Act*. A single service delivery system at the local level provides customers access to integrated services.

**Employers** have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

- Assistance in finding qualified workers;
- Interview facilities at the Service Centers;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to customized training programs; and
- Information on labor markets, workplace accommodations and tax credits for new hires.

**Workers and jobseekers** can access services that prepare them for job search, job advancement or career changes. These services include:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;

Directories of human service agencies and employers;  
Information on financial aid, occupational training, and workplace accommodations; and  
An expanded scope of services and training available to eligible jobseekers and workers through partner programs.

Universal access is addressed in State Policy #03-02, which summarizes the following:

Universal access means that all individuals shall have equal access to WIA core services and that no individual shall be at a particular disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access to core services must take into account issues such as:

1. Eliminating architectural and programmatic barriers to individuals with disabilities;
2. Facilitating access for individuals with poor computer skills to computer based information and services;
3. Excluding place of residence as an eligibility criteria for receiving services; and
4. Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

The full policy can be found at: <http://www.vwn.virginia.gov/pdfs/policy0302.pdf>.

D. What policies support a demand-driven approach, as described in Part I. “Demand-driven Workforce Investment System”, to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)

The Virginia Employment Commission, as the State LMI entity, continually disseminates data to all public and private users. The information includes the most up to date and accurate workforce and demographic information available. New and updated information is made available electronically and in hard copy usually within minutes of its release. A concerted effort is made to present as much of the data as possible for not only the state, but the Metropolitan Statistical Areas, Workforce Investment Areas, and individual counties and cities where possible. Again, electronic dissemination is preferred, but hard copies of the products are always sent to all of the local VEC offices, the Workforce Investment Offices, One-Stop locations, employers and other private users. We also make special announcements on the VEC Website and in a quarterly newsletter. Staff is also available to respond to user requests and technical questions. Further, the Labor Market and Demographic Analysis staff periodically surveys users to assure that the information available is being used and is in a format that is user friendly and training sessions are offered for local workforce board staff.

Economic and labor market data products and services developed by the State are utilized as tools for both the State and local areas to drive system investments, including types of training needed by individuals to compete in local labor markets, the development of targeted high growth strategies as part of economic development, and use by businesses looking to grow and compete both locally and globally.

To address targeting industries that are high growth and high demand, State Code requires the Virginia Workforce Council to identify current and emerging statewide workforce needs of the business community; forecast and identify training requirements for the new workforce; and create strategies that will match trained workers with available jobs. State WIA Policy 00-8 specifies that the use of training vouchers must be linked to occupations that are in demand in the local area or to sectors of the economy that have a high potential for sustained demand or growth in the local area and that If individuals are willing to relocate, they may receive training in occupations in demand in another area.

To mirror these elements of a demand-driven system at the local level, local workforce investment boards prepare an annual workforce demand plan for its workforce investment board area based on a survey of local and regional businesses that reflects the local employers' needs and requirements and the availability of trained workers to meet those needs and requirements; assist in developing statewide employment statistics. To foster strategic partnerships, the Code requires that local boards also coordinate workforce investment activities with economic development strategies and the annual demand plan, and develop linkages among them.

E. What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv)). **(2005 Text Unchanged)**

Where Job Corps programs are locally present, Virginia WIA Policy 00-4 requires that there is an Memorandum of Understanding which addresses the services to be provided by the partner through the Virginia Workforce System Center. This description must include the services to the three main customers of the Virginia Workforce System, i.e. jobseekers, incumbent workers and employers, how the costs of services and the operating costs of the system will be funded, including the method for determining proportionate responsibility, and the methods of referral of individuals between Virginia Workforce System Partners.

This same policy provides guidance that local boards may enter into the same agreements with apprenticeship programs to make their services and resources a part of the one stop system.

VII. Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121.).

A. What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)

B. What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)

For both items A. and B. above, Virginia's Minimum Standards for Service Delivery in One-Stop Career Centers serves as the current guide for a system approach for establishing one stop

centers. These standards are the “baseline” for serving customers of the local Virginia and Workforce and Career Development System. They are intended to be used as customer service standards that shift service delivery from a program-driven system to a customer-driven system. These standards are only minimums and local Workforce Investment Boards/Local Elected Officials (LWIBs/CLEOs) are encouraged to extend beyond these services and standards to better serve employers, workers and job seekers. Each local one-stop career center, known locally as a “Virginia Workforce Center,” must meet the minimum standards to ensure that there is a common expectation across the Commonwealth for customers that enter a one stop center. Prior to the release of PY2004 local WIA funding, each local workforce area was required to have at least one comprehensive center certified to these minimum standards. (The full document is located at <http://www.vwc.virginia.gov/pdfs/lwibminstandardfinal.pdf> )

The Virginia Workforce Council has also established Tier 1 and Tier 2 Certification Standards for comprehensive one stop centers in the Commonwealth and each of the 16 local areas has at least one such center certified to these standards.

The Commonwealth has also purchased a two year license for a web-based staff certification system for one stop center and system staff. Competencies will be available for both workforce development professional and business service specialist certification for staff, marking the first major investment by the Commonwealth in improving workforce development staff competencies in a one stop center environment that will be open to all partner agency employees.

Moving forward in the next two years, the following actions are currently being undertaken by the Senior Advisor to the Governor for Workforce to drive Virginia more in the direction of having an integrated system:

- To the extent permissible under applicable federal law, determining the appropriate allocation of funds and other resources that have been appropriated or are otherwise available for disbursement by the Commonwealth for workforce development programs and activities;
- Ensuring that the Commonwealth's workforce development efforts are implemented in a coordinated and efficient manner by, among other activities, taking appropriate executive action to this end and recommending to the General Assembly necessary legislative actions to streamline and eliminate duplication in such efforts;
- . Developing, in coordination with the Virginia Workforce Council, (i) certification standards for programs and providers and (ii) uniform policies and procedures, including standardized forms and applications, for one-stop centers; and
- Conducting annual evaluations of the performance of workforce development and training programs and activities and their administrators and providers, using the performance measures developed through the strategic planning process described in subdivision 1. The evaluations shall include, to the extent feasible, (i) a comparison of the per-person costs for each program or activity, (ii) a comparative rating of each program or activity based on its success in meeting program objectives, and (iii) an explanation of the extent to which each agency's appropriation requests incorporate the data reflected in

the cost comparison described in clause (i) and the comparative rating described in clause (ii). These evaluations, including the comparative rankings, shall be considered in allocating resources for workforce development and training programs

C. What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

Pending these results and recommendations, the State Partner MOU includes attachments that provide local areas with information on cost allocation plans as a means of addressing administrative infrastructure costs. This guidance can be found at:

<http://www.vwn.virginia.gov/pdfs/wiamoufinal.pdf>.

The allocation study currently being conducted as previously mentioned in this document will also in part address how infrastructure costs can be supported beyond the traditional WIA and Wagner Peyer sources. This report is due to the Governor by Summer of 2007.

D. How does the State use the funds reserved for Statewide activities pursuant to §129(b)(2)(B) and 134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)

Current initiative include support to the pilot projects for the establishment of model comprehensive one stop center models, the staff certification for one stop employees as previously outlined in the document, support of the purchasing and implementation of a new MIS system for one stop programs, and various special projects funded form discretionary grants that require coordination with the one stop delivery system.. In association with the development of the pilot program to develop model comprehensive one stops in the Commonwealth, State WIA funds required to be used for the establishment and operation of one stop delivery systems may also be used to support initial infrastructure and associated operating costs for partners in establishing the prototype center where partners will have a physical presence and integrate by service function. This will be an interim measure pending results of the partner allocation study.

E. How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)

Human capital solutions are connected for business and individuals in Virginia through the one stop center certification process which requires the following:

**Employers** have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

Assistance in finding qualified workers;  
Interview facilities at the Service Centers;  
Information on and referral to business start-up, retention and expansion services;  
Information on and referral to customized training programs; and  
Information on labor markets, workplace accommodations and tax credits for new hires.

And,

**Workers and jobseekers** can access services that prepare them for job search, job advancement or career changes. These services include:

Job, career, and skill self-assessment tools and assessment services;  
Career, job, and labor market information;  
Resume writing software and support materials;  
Directories of human service agencies and employers;  
Information on financial aid, occupational training, and workplace accommodations; and  
An expanded scope of services and training available to eligible jobseekers and workers through partner programs.

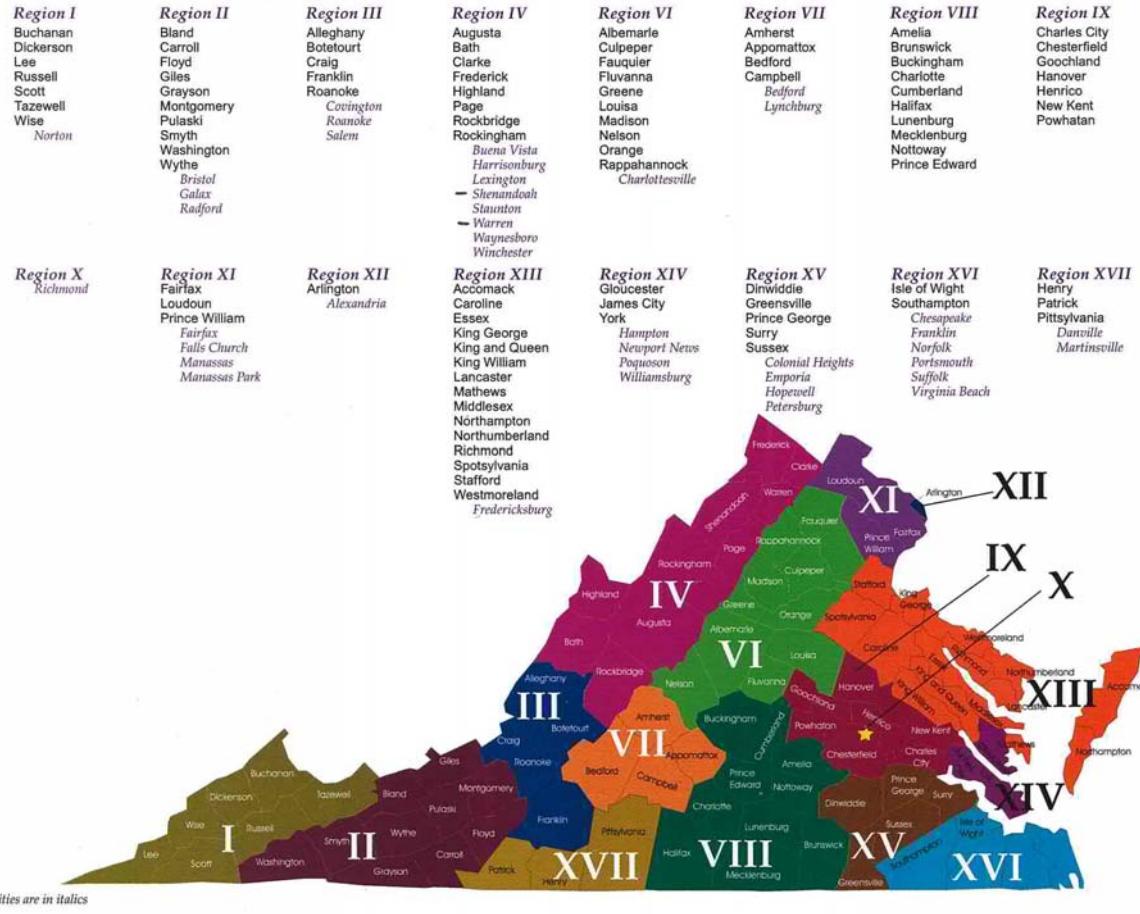
## VIII. Administration and Oversight of Local Workforce Investment System

### A. Local Area Designations

1. Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently redesignating local areas pursuant to the end of the subsequent designation period for areas designated in the previous State Plan. (§§112(b)(5).)

As of the writing of this plan, Virginia has 16 local workforce investment areas. Area 7 which was redesignated by Governor Warner in 2004 when Appomattox County requested approval to move from Area 8. Area 5 as currently configured was designated by Governor Kaine on July 1, 2006 as the result of a local request to merge former areas 4 and 5. Areas 3, 7, 8, 15 and 17 were new areas designated in 2000 (not under temporary and subsequent designation) and Areas 1, 2, 6, 9, 10, 11, 12, 13, 14, and 16 existed in their current boundaries under JTPA. The following maps illustrates the current local workforce area configuration:

## Virginia WIA Regions\*



- I. Southwestern Virginia
- II. New River/Mount Rogers
- III. Western Virginia
- IV. Shenandoah Valley
- V. Piedmont Workforce Network
- VII. Region 2000/Central Virginia
- VIII. South Central Virginia
- IX. Capital Area
- X. City of Richmond
- XI. Northern Virginia
- XII. Alexandria/Arlington
- XIII. Bay Consortium
- XIV. Grater Peninsula
- XV. Crater Area
- XVI. Hampton Road
- XVII. West Piedmont

Moving forward, Goal 1 of the Governor's Workforce Development Strategic Plan is to create substantial structural reform through consolidation to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers. The second strategy of this goal is to increase the efficiency and effectiveness of regional and local workforce development efforts. The action item related to this strategy is:

Consolidate regional areas, using some of the following criteria: MSAs, labor markets and commuting patterns, economic cluster data, educational attainment data, job projection data, existing higher education structure and other strategic economic demands to increase the ability to meet worker and employer needs by 2008.

At this time, the State is tentatively planning to begin a consultation process with the chief local elected officials of each jurisdiction in Virginia, possibly through a town hall meeting format, consult with key business community thought leaders, collaborate with the Workforce Sub-cabinet and the Executive Committee of the Virginia Workforce Council, solicit stakeholder feedback and concerns with the desired end result of having recommendations on possible new local area boundaries presented to the Virginia Workforce Council on June 26, 2007 and following that, to the Governor by July of 2007. Under this scenario, implementation would occur between July of 2007 and July of 2008.

As an alternative and secondary approach, the Commonwealth may also explore enactment of the regional planning provisions offered under Sect. 116 of the WIA to achieve region-based planning, information sharing and coordination of services/resources. Future state plan modification will be filed accordingly as the local restructuring process progresses.

2. Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (**§§112(b)(5) and 116(a)(1.) (2005 Text unchanged)**)

For existing conditions: State WIA Policy 99-1 established the process by which local areas have been designated in Virginia to date,

[http://www.vwn.virginia.gov/pdfs/p99\\_1.pdf](http://www.vwn.virginia.gov/pdfs/p99_1.pdf)

Each unit of local government in the Commonwealth (95 counties and 39 independent cities), through its chief local elected official, was provided three options in applying for local workforce area designation. The applications were required to include a description of how the proposed local area configuration

addressed:

- Geographic areas served by local educational agencies and intermediate educational agencies.
- Geographic areas served by post-secondary educational institutions and area vocational education schools.
- The extent to which such local areas are consistent with labor market areas.
- The distance that individuals will need to travel to receive services provided in such local areas.
- The resources of such local areas that are available to effectively administer the activities carried out under Title I of the Workforce Investment Act.

Applications were submitted to the State, and reviewed by the Virginia Workforce Council based upon those factors. The Virginia Workforce Council in turn made its recommendations to the Governor, who approved the final designations.

3. Describe the appeals process used by the State to hear appeals of local area designations referred to in §112 (b)(5) and 116(a)(5). **(2005 Text Unchanged)**

Virginia WIA Policy 99-1 also set forth the appeals process, which allows for a unit of local government or combination of such units to appeal the denial of a request for automatic or temporary designation, or the denial of a recommendation from the Virginia Workforce Council for an area designation. Appeals must be in writing and filed within thirty (30) calendar days of the date that the denial was mailed by the Council. Appeals shall be heard by the Appeals Committee of the Council not more than thirty (30) days after the appeal was filed. The appellant shall have the right to present testimony and documentary evidence, to offer evidence in rebuttal, to present oral argument and to be represented by counsel. All testimony received by the committee shall be under oath or affirmation. Within fifteen (15) days of the hearing, the committee shall issue its recommended decision, which shall include its findings of fact, recommendations, and the basis therefore. That decision shall be mailed to the appealing party and that party's counsel of record.

The appealing party shall have the right to file exceptions to the committee's recommended decision within fifteen (15) days of the date the decision was mailed. The full Council then reviews the recommendation of the committee and can accept, reject, or modify the committee's recommended decision. The decision must set out in summary fashion the Council's findings and conclusions. The Council may adopt, in whole or in part, the findings of fact, recommendations, and rationale of the Appeals Committee. The decision of the Council shall be final upon issuance. Thereafter, the aggrieved party shall have thirty (30) calendar days to seek further review from the Secretary of the U. S. Department of Labor.

B. Local Workforce Investment Boards -- Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6), 117(b).) **(2005 Text Unchanged)**

Virginia WIA Policy 99-2 sets forth the procedures for use by local elected officials in

appointing members to the local workforce investment boards.  
([http://www.vwn.virginia.gov/pdfs/p99\\_2.pdf](http://www.vwn.virginia.gov/pdfs/p99_2.pdf) ).

The policy covers the following categories, and is in compliance with the requirements in Section 117 of the WIA: Composition of the Local Board, Local Board Appointment Process, Functions of the Local Board, Creation of the Youth Council, Conflict of Interest and Certification of the Board. The policy also includes sample nomination forms and certification forms for use by local areas. The policy specifies that the appointment process must include proper solicitation of nominations for business, education, labor and one-stop members, consultation with required entities for other mandated members, and public participation elements.

C. How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)

Virginia approaches high performance of local boards from two perspectives: board membership and board operations. The Virginia Workforce Council issued a Workforce Investment Board Selection Guidance Document in March of 2004.

(<http://www.vwc.virginia.gov/pdfs/lwibmemcriterafinal.pdf> ). This guidance is intended to ensure that Virginia's seventeen (17) employer-led, business majority Local Workforce Investment Boards (LWIBs) are key components of the Commonwealth's Workforce and Career Development System and that they have the necessary membership to be high performing boards. In order to meet the workforce development needs of the community, the state advises that LWIBs should operate as catalysts for change in the community, embrace more strategic level planning, be inclusive and make informed decisions based on strategic goals. To achieve this high level performance, LWIB members should be community leaders, visionary, positive change agents, strategic decision makers, team players and well informed

At the operational level, the State has recently developed a Performance Improvement Planning process to build local board capacity for managing to performance. Based on state and local assessments, performance analysis, locally-identified strengths and weaknesses and mutually accepted problems, issues, concerns, etc. that have been identified or expressed, LWIBs will submit one of the strategies described below. The WIA Division will inform the LWIB, in writing, which strategy is to be submitted. The strategies will describe how these elements will be addressed and will include a timeline for each corrective action and indicators of achievement. The strategies must be completed and submitted according to the guidance provided by the WIA Division.

The planning requirements under ***Strategy I*** must be completed when collective performance assessments made based on data collected at the end of the second quarter of the current program year indicate that the local area has failed to meet its negotiated levels of performance for that time frame.

The planning requirements under ***Strategy II*** must be completed when performance assessments made based on data collected at the end of the second quarter of the current program year indicate that the local area has met all its performance measures for that time frame. Although

performance problems may not be apparent, during the period under review, the State has the obligation to reduce the risk of failed performance in the future. Therefore, even those LWIBs who have apparent performance success will be required to describe strategies by which this success will be improved upon, and/or maintained, continuously.

The implementation of ***Strategy III*** is the state's least preferred method of enhancing performance. If a LWIB falls below 80% of performance for the same measure for two consecutive years, the Governor may institute a reorganization strategy under which he/she: (1) Requires the appointment and certification of a new Local Board; (2) Prohibits the use of particular service providers or One-Stop partners that have been identified as achieving poor levels of performance; or (3) Requires other appropriate measures designed to improve the performance of the local area (Final Rule § 666.420 (a)). Each determination will be issued on a case-by-case basis.

This approach provides continual and cross-the-board assessment so that even areas achieving their current goals for performance are continually challenged to make further improvement.

In this regard, the Governor's Workforce Development Strategic Plan also requires that by the end of 2007, the Senior Advisor for Workforce and the Virginia Workforce Council will promote, educate and issue policy guidance on the strategic role of the WIBs.

D. Local Planning Process -- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:

1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?

The State issues planning guidance for use by local areas in the preparation and submission of their plans. The full document is at Attachment 3.

The Commonwealth also has made available, at no cost to the LWIBs, technical assistance services including that of an economist in completing the plans which are due to the State by September 1, 2007.

2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?

In the current local planning cycle, this is ensured through the following:

With respect to alignment with state goals – the local areas must specify three to five measurable action items that will be implemented in the local area over the next year to assist in goal achievement for the Commonwealth. Use a matrix or a similar format that specifies each action in measurable terms and indicate the process and strategies that will be used to achieve completion, who the responsible parties are, what the expected outcomes are and when they will be completed.

With respect to performance, local areas must:

- Describe the steps that will be taken to achieve success against the Virginia Workforce Council System measures for the adult, dislocated worker and youth programs under the purview of the local workforce board. These initial measures are: **Short-term Employment Rate:** The percentage of participants who are employed during the second quarter after exit. (For youth, enrollment in education counts as well as employment.) **Long-term Employment Rate:** The percentage of participants who are employed during the fourth quarter after exit. (For youth, enrollment in education counts as well as employment.) **Earnings Level:** Median earnings during the 2<sup>nd</sup> quarter after exit among all exiters with earnings. **Credential Completion Rate:** The percentage of exiters who have completed a certificate, degree, diploma, licensure, or industry-recognized credential during participation or within one year of exit; and **Repeat Employer Customers:** The percentage of employers who are served who return to the same program for service within one year.
- Describe the effectiveness of the local area's ability to meet the prior year's WIA negotiated performance standards. Indicate reasons for the local area's failure to meet any of the performance measurements in the prior program year, identify plans for making improvements to correct those deficiencies and what assistance might be needed from the State.
- Provide the local area's negotiated standards for PY07 WIA performance measures.

E. Regional Planning (§§112(b)(2), 116(c).)

1. Describe any intra-State or inter-State regions and their corresponding performance measures.
2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.
3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.

Section E. is not applicable at this time, though the Commonwealth may implement regional planning by 2008 and State Plan revisions will be submitted accordingly.

F. Allocation Formulas (112(b)(12).)

1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§ 128(b)(3)(B) and 133(b)(3)(B).
2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.

**(2005 Text Unchanged)** For items 1 and 2, Virginia currently allocates local funds following the Federal formula with no Governor's discretionary formula applied.

3. Describe the State's allocation formula for dislocated worker funds under §133(b)(2)(B).

The Dislocated Workers formula is based on seven factors:

(1) UI Claimants	20%
(2) Excess Unemployed	10%
(3) Initial Claimants	10%
(4) 15 Weeks+ Claimants	15%
(5) Final Payments	20%
(6) Declined Employment and	20%
(7) Agricultural Employment Loss	5% .

4. Describe how the individuals and entities on the State board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.

These factors and methods were devised in the public policy forum allowed by the Virginia Workforce Council and its committee structure. Local governments were polled during the development of allocation methods and public meetings were held to provide input and feedback before the full Council adopted the allocation methods that are used.

G. Provider Selection Policies (§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)

1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

**(2005 Text Unchanged)**

The policy that outlines the certification process for WIA training providers is 00-7.

(<http://www.vwn.virginia.gov/pdfs/policy007.pdf>). The policy is based on the following: The Workforce Investment Act of 1998 (WIA) mandates “an individual training account system” that allows eligible WIA customers to choose training programs from a statewide list of certified training providers. The local boards and the State will work together to develop and disseminate this list so that customers have the information and the confidence to make informed decisions in choosing a training course anywhere in Virginia. To be certified to receive WIA training vouchers, a training provider must make application to the Local Workforce Investment Board (LWIB) for each program of training that leads to a certificate, degree, license, or skill attainment.

This is a two-stage process. For the first year of inclusion on the State list, the applicant must demonstrate that the training program meets the eligibility criteria listed in Attachment A of the policy. The applicant must also submit required information for a consumer reports system that will contain all certified training providers that the Virginia Employment Commission will maintain on the State website. The second stage of the application process requires the

collection of first year performance, customer satisfaction and outcomes data. To be certified beyond the first year, the applicant must submit this performance information to the LWIB to demonstrate that the applicant can provide effective, relevant, quality training in Virginia. The LWIB will take responsibility for certifying the applicant on an annual basis and passing that information along to the Virginia Employment Commission, which is the designated state agency responsible for developing and maintaining the state list of eligible providers. There is an appeals process available to all applicants that do not succeed in either their initial application or the subsequent application for certification. The appropriate LWIB will review the applicant's request for reconsideration first at the local level, and if the issue is not resolved satisfactorily, the Virginia Employment Commission will review the appeal through its Administrative Law Division.

2. Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures. **(2005 text Unchanged)**

The State makes policies available for public comment via electronic notification. All local areas and interested parties are made aware of, and encouraged to accept, the opportunity to offer recommendations, etc. during this process.

3. How will the State maintain the State's eligible training provider list?

The State currently maintains and updates the electronic web-based list through the VEC's WIA Division. The 16 local workforce investment boards provide the VEC the necessary information to make such updates as are necessary in implementing the procedures set forth in the State policy referenced above. User can sort through the list by searching in a geographic area, in a course of study or by key word search. The list is located at:

<http://www.vaworkforce.com/public/traininglist/trainingsearch.asp>.

4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution. **(2005 text unchanged)**

The appeal process to a denial of eligibility, etc. by the Virginia Employment Commission (designated State agency) is described in Attachment B to policy 00-7. (See link referenced above). In summary, The training provider shall have thirty (30) calendar days from the date the denial notification was mailed to file a request for reconsideration to the LWIB. The appeal request must be submitted in writing and signed. At a minimum, the appeal must identify the training program and location(s) denied and must clearly state the reasoning for the appeal. Within thirty (30) calendar days of receipt of the request for reconsideration, the LWIB shall review the request and issue a written decision that either upholds or reverses the original decision. Instances for a reversal may include, but shall not be limited to, an administrative error or instances where additional information submitted by the training provider changes the basis on which the original

decision was issued. If the LWIB reverses the prior decision, the LWIB shall forward the request with a copy of the appeal file to the Virginia Employment Commission (VEC) for inclusion on the statewide list of training providers. The LWIB shall also notify the training provider in writing that they have reversed their original decision and that the list inclusion request has been forwarded to the VEC. If the LWIB fails to act during the 30-day time period described above, the initial decision shall automatically be reversed. If the LWIB affirms its original decision, the provider shall have the option of filing an appeal of the LWIB decision with the VEC Administrative Law Division. The Chief Administrative Law Judge or his designee will issue an independent decision that sets out the relevant facts of the case, and decides the issue or issues appealed. A written decision will be issued to the training provider and other interested parties.

5. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)

**(2005 text unchanged)**

Within certain limits, the State advertises all available grants and contracts in the Virginia Register. In addition, the State maintains a bidder list that is used whenever an appropriate grant or contract is made available. A state-level procurement policy further enhances open competition in the awarding of grants and contracts (The Virginia Procurement Policy is available at the following Internet address: [www.dgs.state.va.us](http://www.dgs.state.va.us). At a minimum, any competitive procurement will conform with the requirements of the Virginia Procurement Act, which enunciates Virginia public policies pertaining to governmental procurement. In addition, any procurement will be in accordance with all applicable mandatory federal and state laws and regulations and adhere to compliance requirements attendant to the terms of the federal grant.

In 2002, Virginia implemented the Electronic procurement system known as EVA. EVA gives the Commonwealth "one electronic procurement face," enabling all agencies, institutions, localities, and vendors to participate in electronic procurement. All procurement solicitations were required to be posted on the eVA Internet portal starting July 1, 2002, as required by the Code of Virginia §2.2-430J, and the portal serves as the single vendor registration system for all State agencies and institutions. <http://www.eva.state.va.us/index.htm>

For the statewide activities, competition will not be required for grant awards to local areas, as in the instances of incentive grants or technical assistance; therefore, the regulations of the Virginia Public Procurement Act will not apply. Incentive awards will be made based upon a LWIBs achievement of performance levels negotiated between the state and local areas. The LWIBs will be monitored for performance to determine if awards or technical assistance are needed. In the case of technical assistance, state employees would be utilized. Any additional assistance provided to a LWIB will be distributed by the formula outlined in Section 128 (b)(2) or (c) of the Workforce Investment Act.

In cases of competitive procurement for any WIA services, there will be an issuance of a written request for proposal (RFP) indicating in general terms what is being procured. The RFP will specify the factors which will be used in evaluating the proposal and will contain or incorporate

by reference other applicable contractual terms and conditions. In all instances, public notice of the request for proposal will be provided in advance of the date set for receipt of proposals, in accordance with the requirements of the Virginia Procurement Act. At a minimum, notice will be given by publication in a newspaper of general circulation.

The following text provides a summary of how competitive processes are followed in Virginia and when competitive procedures are not required:

#### Summary of Procurement Policies

##### I. Small Purchases - Goods, Printing and Nonprofessional Services

Thresholds	Procedures
Up to \$5,000	One documented quote required. (Use of the Small Purchase Charge Card is encouraged up to \$5,000.)
Over \$5,000 to \$15,000	Solicit a minimum of three valid sources (by telephone or in writing).
Over \$15,000 to \$30,000	Solicit a minimum of four valid sources (by facsimile with written description furnished by agency/institution or unsealed written IFB/RFP).  Advertising in the <i>Virginia Business Opportunities (VBO)</i> is optional up to \$30,000, but encouraged over \$15,000.

##### II. Competitive Sealed Bidding or Competitive Negotiation (*Code of Virginia* §11-37 and §11-41A)

Threshold	Procedures
Over \$30,000; may be used for lesser amounts.	Solicit a minimum of six valid sources in writing. Use one of the following methods: 1 - Competitive sealed bidding. 2 - Two-step competitive sealed bidding. 3 - Competitive negotiation. A written justification is required for use of #3. Required for purchases over \$30,000 unless an exception (see III. below).

##### III. Exceptions To Competitive Procurement (*Code of Virginia* §11-41 D&E)

Thresholds	Procedures
Emergency	Take immediate action if required to protect personal safety or

(See Chapter 9)	property. Other emergencies, seek competition to the extent practicable. Requires written determination signed by the agency/institution head or designee.
Sole Source (Unlimited dollar amounts)  (See Chapter 8)	Obtain and document a quote to \$15,000. Over \$15,000, a written quotation must be obtained from the vendor. Requires written justification approved in advance by the agency/institution head. Over \$10,000 requires approval from DGS/DPS. Agencies and institutions may make contract awards after appropriate approval. Purchase using noncompetitive negotiation.
Used Equipment up to \$30,000	Competition not required. See 1.5c & 4.17.

**Note: Public posting required for all solicitation and award actions exceeding \$15,000**

6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (**§112(b)(18)(B).) (2005 text unchanged)**)

Virginia Policy 00-5 sets forth this guidance. <http://www.vwn.virginia.gov/pdf/policy005.pdf> Local procurement of youth services will be conducted as competitive procurement in accordance with local procurement practices. Acceptable local procurement practices cannot be less restrictive than State or federal requirements in the awarding of grants and contracts. In all instances of competitive procurement for local youth services, a written request for proposal (RFP) must be issued. The RFP must indicate what is being procured. The RFP must specify the factors that will be used to evaluate the proposals. It will also contain or incorporate by reference other applicable contractual terms and conditions. In all instances, public notice of the request for proposal must be provided in advance of the date set for receipt of proposals. In no instance will a local procurement process violate the requirements of the Virginia Public Procurement Act.

Through the establishment of the Youth Council, the Chief Local Elected Officials and the Local Workforce Investment Boards (LWIBs) are identifying and enlisting individuals in the community with the most direct knowledge of the area's youth needs, as well as those entities that provide the services. LWIBs should adopt criteria for evaluating youth programs and service providers, who have at a minimum:

- Previous demonstrated success in working with out-of-school youth, including dropouts, with indicators of outcomes that include successful return to and/or completion of education activities, vocational skills training, and entry into unsubsidized employment;
- Previous documented success in providing services to targeted youth groups, including high school dropouts, individuals with disabilities,

homeless and runaway youth, youth offenders, and other eligible youth who face serious barriers to employment.

Additional Considerations:

Local Workforce Investment Boards and their Youth Councils, as a part of their youth service provider selection process, in evaluating “*demonstrated success*” of service providers, should consider such criteria as:

- Returning dropouts to education programs and the level of success of high school completion;
- Documented improvements in reading, writing, and/or math skills by basic skills deficient youth;
- Returning youth who were behind grade level to grade level and/or preventing them from dropping out of the education program;
- Provision of education and support services to pregnant and parenting youth to allow for school completion;
- School and work based learning, including school transition activities that successfully address youth disabilities, including learning disabilities;
- Programs and activities that have been successful at finding shelter and other support for homeless and runaway youth, while simultaneously providing education and workforce training activities that facilitate return to school or unsubsidized employment, as appropriate;
- Programs that successfully provided transition activities to youth offenders, including basic education, job specific skills, work prerequisite skills, counseling, and other services necessary to effectively transition from youth institutions to community life and further education or unsubsidized employment.

The LWIB and the Youth Council should identify and recognize local youth programs that have successfully provided comprehensive youth services. Providers will include those that make services available to multiple youth target groups, utilizing front end assessment, individual service strategies, choice of services and integration of academic and jobs skills training. Comprehensive services should include work experience, counseling, and supportive services. Program completion indicators could consider transition into additional training and/or unsubsidized employment, and follow-up services, including education and job retention interventions.

H. One-Stop Policies (§112(D)(14).)

1. Describe how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)

According to the provisions outlined in the State MOU, the Secretaries of Commerce and Trade, Education and Health and Human Resources, negotiated an agreement to encourage the elimination of duplication of services by promoting collaboration among partner agencies. Specifically, this document allows local agreements in each local area to be crafted in a fashion so as to achieve:

Promotion of statewide collaboration as articulated by the Department of Labor (WIA), Virginia General Assembly (HB2075) and the Governor (Executive Actions-March 2003);

Service delivery improvement to promote efficiency;

Increased customer satisfaction;

Increased participation at local level;

Improved employer relations at the local level;

Prevention of duplication of services, efforts and financial commitments;

Enhanced awareness of available services; and

Effective resource leveraging which, in turn, frees up funds to be used on additional program services.

For Wagner-Peyser, there is currently a permanent physical presence at 29 of the 39 comprehensive centers in Virginia. As Virginia re-aligns ES/Wagner Peyser operations and modifies the Unemployment Insurance service delivery systems, it will also seize strategic opportunities for expanding colocation in non-VEC one stops. Virginia recognizes that collaborative efforts at continuous quality improvement must be elevated to ensure continued service integration as well as local level and statewide systems building. Strategies will encompass local level efforts as well as state coordination. In addition, this chart that follows, taken from the Minimum Standards for One Stops in Virginia as adopted by the Virginia Workforce Council, illustrates how all partners services, including those of Wagner-Peyser, are coordinated through the one stop system. Each area must have at least one certified

comprehensive center where the following services are provided on-site:

PROGRAM	SERVICES REQUIRED AT SERVICE CENTERS			
	Provide Information on and Referral to Program	Intake/Registration	Eligibility Determination	Enrollment in Program and Referral to Program Activity
<b>PROGRAM SERVICES DELIVERED AT THE CAREER CENTER (<i>AT A MINIMUM</i>)</b>				
WIA Title I Adult	X	X	X	X
WIA Title I Dislocated Worker	X	X	X	X
Employment Service	X	X	X	X
Veterans Employment Service	X	X	X	X
Vocational Rehabilitation	X	X		
Trade Adjustment Assistance Reform Act (TAA)	X	X	X	X
Unemployment Insurance	X	X	X	X
<b>PROGRAM SERVICES AVAILABLE THROUGH REFERRAL (<i>AT A MINIMUM</i>)</b>				
WIA Title I Youth	X			
Welfare-to-Work	X			
Food Stamps Employment and Training	X			
Senior Community Service Employment Program	X			
Secondary and/or Postsecondary Career and Technical Education	X			
WIA Title II Adult Education and Literacy	X			
WIA Title I funded Migrant Seasonal Farm Workers	X			
WIA Title I Job Corps	X			
WIA Title I Veterans	X			
WIA Title I Native Americans	X			
WIA Title I Youth Opportunity Grants	X			
Community Services Block Grant Employment and Training	X			
Housing and Urban Development Employment and Training	X			
Vocational Rehabilitation			X	X

2. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.

Identification of opportunities occurs through annual monitoring and implementation of WIA Policy 05-03, which provides the following: If a LWIB fails to meet the levels of performance negotiated with the State for the core indicators of WIA program performance or customer satisfaction indicators for any program year, the WIA Division of the Virginia Employment Commission (VEC) will make technical assistance available.

Technical assistance may include any of the following: (1) The development of a performance improvement plan; (2) The modification of a local plan; or (3) Other actions designed to assist the LWIB in improving performance.

3. Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

The Food Stamp Employment and Training program (FSET) and the Virginia Initiative for Work, Not Welfare (VIEW, which is TANF in Virginia) have been included in the Code of Virginia as mandated partners to the workforce development system. The programs participate in the local one-stop centers through the involvement of the local Departments of Social Services. The State Code requires that this entity enter into agreement with each local workforce board to specify how their services will be made available.

- I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements.  
**(§112(b)(14).) (2005 text unchanged)**

The process for providing monitoring and oversight of the local workforce development system is outlined in the Virginia Workforce Training Oversight Assessment Guide. (Located at: <http://www.vec.virginia.gov/vecportal/wia/vaplans.cfm>, under the heading for Virginia Guidance to Local Areas). In summary, the State's plan focuses primarily on the compliance of the LWIAs with laws, regulations and policies as prescribed by both the national and state entities responsible for the implementation of WIA. By documenting the provisions of state level oversight activities, requirements placed upon the next tier become more clearly evident and serve to define the complex environment in which programs are administered at the local level. Through a process of continual refinement and policy clarification, points of contention may be continually reduced. This improvement will enhance the system's ability to perform and define the respective responsibilities of each tier. At the same time, in addition to the legislation, the VEC encourages the refinement of management practices, development of innovative training programs and the implementation of local evaluation systems.

- J. Grievance Procedures. Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.) (§122(g) and 181(cc).)  
**(2005 text unchanged)**

The grievance procedures for participants and other affected parties are described in policy 01-01, Processing Grievances and Complaints and can be downloaded at <http://www.vwn.virginia.gov/pdf/policy0101.pdf>

- K. Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2),):  
**(2005 text unchanged)**

1. State guidelines for the selection of One-Stop providers by local boards;

Virginia WIA Policy 00-4 (<http://www.vwn.virginia.gov/pdf/policy004.pdf>) sets forth

the guidelines for selection of one stop providers. The policy states that the Local WIB, with the agreement of the chief local elected official, must designate and certify Virginia Workforce System Operators in each local area. The Virginia Workforce System Operator is designated or certified:

- \* Through a competitive process or,
- \* Under an agreement between the Local WIB and a consortium of entities that includes at least three or more of the required Virginia Workforce System mandatory partners.

The WIB shall determine which method is to be used to select the Virginia Workforce System Operator. The WIB shall develop a selection process and criteria, which provides opportunities for interested organizations/consortia to apply and provides opportunity for public participation by all interested parties. Opportunity for public comment and participation in the selection process should be afforded to interested entities in the area. The selection of a Virginia Workforce System Operator must be made in accordance with the Virginia Freedom of Information Act and the Virginia Workforce Council's Public Participation Policy.

2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;

**(2005 text unchanged)**

Impasse situations are also addressed in WIA Policy 00-4. (See document link above). In the development of an MOU with mandated and optional partners, there is potential that the WIB and the partners may not be able to reach an agreement. The State WIA Division in the central office of the Virginia Employment Commission (VEC) can be called on to resolve the differences between the WIB and the partners. The State WIA Division can also involve the appropriate partner at the state and/or federal level. The decision of the State WIA Division will be made taking into account the specific activities under dispute as well as any mitigating local situations. The Virginia Workforce Council will make the final decision. Any failure to execute an MOU between a WIB and a mandatory partner must be reported by the WIB to the Virginia Workforce Council, the CLEOs and the State WIA Division. The State WIA Division must report the impasse to the Secretary of the U.S. Department of Labor and to the head of any other federal agency responsible for oversight of the partner's program. Any partner that fails to execute an MOU may not be permitted to serve on the WIB. In addition, any local area in which a WIB has failed to execute an MOU with all of the mandatory partners is not eligible for State incentive grants awarded on the basis of local coordination of activities.

3. Criteria by which the State will determine if local Boards can run programs in-house;

**(2005 text unchanged)**

Virginia Policy 00-1 prohibits local boards from being providers of training services.

Waivers from the Governor are required in order for a local Board to serve as one-stop operator. The criteria for the Governor to consider in granting such a waiver are:

- . Satisfactory evidence that the One Stop Operator is currently part of a One Stop system within the local workforce investment area.
- . Satisfactory evidence that the Board's One Stop Operation will be the most efficient approach and other potential One Stop Operators could not provide the services as efficiently (includes the submittal of the One Stop budget).
- . Information demonstrating that the One Stop Operator meets the requirements for core services. If the One Stop Operator will also provide intensive services, information must be provided to demonstrate that the One Stop Operator meets the requirements for intensive services.
- . Satisfactory evidence that the Board can meet its primary responsibilities for strategic planning, program oversight, partner brokering, employer linkages and connecting with economic development, without conflict with its service provisioning duties.
- . Satisfactory evidence, to prevent conflict of interest, of the separation of staff for the Board and the One Stop Operation in the reporting hierarchy.
- . Memorandums of Understanding between at least three One Stop required partners and the WIB indicating their willingness to participate.
- . Plans to include additional One Stop Partners and assurances that a more integrated workforce system will result.
- . Satisfactory evidence that the Board's One Stop Operation is accessible and visible throughout the Local Workforce Investment Area.
- . Makes the Allowance Request available to potential One Stop Operators [Sec. 121(d)(2)(B) of the WIA] and other interested members of the public for a public comment period of not less than thirty (30) workdays. Public comments received must be included with the Allowance Request.

The Virginia Workforce Council will recommend approval or disapproval of One Stop Allowance Requests to the Governor. The State will provide procedures for and process Chief Local Elected Official requests for a Local Board One Stop Allowance. The continuance of One Stop Allowances for Local Boards will be reviewed biennially, along with the Local Board recertification. To date, no local board has made such a request of the Governor.

4. Performance information that on-the-job training and customized training providers must provide; (**2005 text unchanged**)

Virginia WIA Policy 00-8 establishes that performance information must be provided by OJT and customized training provider. While they are viewed as exceptions to the ITA voucher system, Local Workforce Investment Boards must require performance data for all WIA Title I funded participants participating in any program of contracted training services to be tracked and submitted for the following performance outcomes:

*All of the following performance data shall be collected by the appropriate one-stop operators and submitted to the LWIB for consideration in the certification process and to the Virginia Employment Commission for inclusion in the statewide consumer reports system.*

- (a) The percentage of adult WIA participants who have completed the applicable training program and enter unsubsidized employment [WIA Sec. 122(d)] generally related to the training and for which there are jobs in the community.
- (b) The percentage of dislocated workers who have completed the applicable program and who are placed in unsubsidized employment related to training.
- (c) The retention rates in unsubsidized employment of participants who have completed the applicable program, 6 months after the first day of the employment [WIA Sec. 122 (d)];
- (d) The wages received by participants who have completed the applicable program, 6 months after the first day of the employment involved [WIA Sec. 122 (d)];
- (e) Where applicable, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills, of the WIA graduates of the training services program [WIA Sec. 122 (d)]; and
- (f) The measure of customer satisfaction of all WIA participants who are enrolled in or have completed the applicable training services program.

5. Reallocation policies;

The guidelines for recapturing/reallocating funds are described in policy 02-02, Recaptured Workforce Investment Act Title I Local Formula Funds (<http://www.vwn.virginia.gov/pdf/policy0202.pdf>). (2005 text unchanged)

This current policy provides that funds allocated to LWIAs under the WIA for any program year are available for expenditure **only** during that program year and the succeeding program year. At the end of the first year of the allocation cycle the Governor may recapture the amount by which the prior year's unobligated balance of allocated funds exceeds 20 percent of that year's allocation for the program, less any amount reserved (up to 10 percent) for the costs of administration. To date, the Governor has not exercised this option to recapture at the end of the first year of local funding. Virginia is

currently considering slight modification to the policy wherein funds would be recaptured at the end of the first program year if not 70% expended by a local area. However, at the end of the second year of the allocation cycle, the Governor must recapture all unexpended funds.

Recaptured funds may be used for statewide projects or reallocation to local areas. Recognizing that a skilled workforce drives the knowledge-based economy, governors in leading-edge states have begun to rationalize and modernize state workforce development systems to meet the needs of workers and employers. The WIA is designed to facilitate gubernatorial action, in this regard. The successful transformation of workforce development systems requires the active involvement and strong leadership of the Governor. At the Governor's discretion, recaptured funds will be used for statewide activities including, but not limited to, incumbent worker training, gubernatorial workforce initiatives and workforce development programs targeted by the Governor for economically-depressed regions of Virginia.

6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;

The guidelines regarding transferring funds have been modified to reflect our waiver approval that allows 100% funds transference, and is found in field guidance memorandum 02-04, Local Area WIA Funds Transfer Procedures. (Located at <http://www.vwn.virginia.gov/pdf/tfg0204.pdf>)

The current guidelines specify that LWIBs may submit a written request to transfer funds between the adult and dislocated worker programs throughout the program year. However, requests will not be accepted between June 15 and 30 of each year due to closeout processes. LWIBs must submit their written request to transfer funds to the WIA Division Director for administrative review and approval on behalf of the Governor for purposes of the WIA (CFR 667.140 (b)). The WIA Division will verify with the Virginia Employment Commission (VEC) Finance Division that the funds transfer request does not exceed the maximum transfer allowance per program year allocation.

7. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training; (**2005 text unchanged**)

The guidelines regarding training offered to individuals with multiple barriers to employment are described in field guidance memorandum 03-02, Training Special Populations. (Located at <http://www.vwn.virginia.gov/pdf/tfg0302.pdf>)

A LWIB might determine that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special low-income participant populations that face multiple barriers to employment. Those special participant populations might be individuals with substantial cultural or lingual barriers, offenders, homeless individuals, or other locally defined

populations. Should a LWIB opt to serve other locally defined populations, their local strategic plan must be modified, accordingly. When serving any of the special participant populations, LWIBs must develop criteria to be used in determining "demonstrated effectiveness", particularly as it applies to the special participant population to be served. That criteria might include the financial stability of the organization, demonstrated program performance and how the program relates to the workforce investment needs identified in the local plan or demand plan.

8. If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). (§§ 112(b)(18)(A) and 20 CFR 664.210.).

**(2005 text unchanged)**

The Commonwealth will identify an eligible youth that requires additional assistance to complete an educational program, or to secure and hold employment as one who meets at least one of the following target group requirements:

- Deficient in basic literacy skills,
- A school dropout,
- Homeless, a runaway, or a foster child,
- Pregnant or a parent, or
- An offender, **and is either**

- (1) enrolled in an eligible education program, but also requires additional assistance beyond that offered by the service provider in order to complete the activity or program; or
- (2) an eligible youth who is near the point of being ready for a job or employed, but requires additional assistance under Title I to acquire or retain a job. The additional requirements in each instance will be specified by the educational program operator to avoid failure in a program, a prospective employer to avoid failure in obtaining a specific job, or a present employer to prevent an employed youth from losing employment.

IX. Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§§112(b)(17)(A) Activities could include:

A. One-Stop Service Delivery Strategies: (§112(b)(2) and 111(d)(2).)

1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? (§112(b)(8)(A).)

Illustrated in chart under Section VIII, H.

2. How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system? (**2005 text unchanged**)

State guidance provides that connections between local youth programs and the local One-Stop system should be developed to accommodate older youth and facilitate:

- The coordination and provision of youth activities;
- Linkages between the job market and employers;
- Access for eligible youth to information and services, to include: tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- alternative secondary school services;
- summer employment opportunities that are directly linked to academic and occupational learning;
- paid and unpaid work experiences, including internships and job shadowing;
- occupational skill training;
- leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during nonschool hours;
- supportive services;
- adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Guidance addresses other activities designed to achieve the purposes of the youth programs in the local areas. One-stop services for non-eligible youth must be funded by programs that are authorized to provide services to these youth. For example, basic labor exchange services under Wagner-Peyser Act may be provided to any youth.

3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site? (**2005 text unchanged, although future revisions likely**)

Comprehensive Centers must provide the following tiered services:

<b>Core Services For Individuals</b>
Outreach, intake (which may include worker profiling), and orientation
Labor exchange
Job, career and skill self-assessment tools
Initial assessment of skill levels, aptitudes, abilities and supportive service needs
Resume writing software and support materials

Local human service directory  
Occupational training information  
Job search skills information  
Workplace accommodation information  
Performance information and program cost information on eligible training providers  
WIA Title I Adult or Dislocated worker eligibility assistance  
Information on local performance measures  
Local, regional and national labor market information, including job vacancy listings  
Provision of information regarding filing claims for unemployment compensation  
Performance/cost information on providers of Adult education, postsecondary activities  
Performance/cost information on providers of vocational rehabilitation program activities  
Referral to partner programs, inc. determining likelihood of eligibility and financial assistance  
Program information describing eligibility and application procedures  
Information on availability of supportive services  
Financial aid information  
Assistance in establishing eligibility for Welfare-to-work activities as available in local area  
Employer directories for job search, I.e. ALMIS, internet-based directories, commercial products  
Follow-up services

### **Intensive Services For Individuals**

Group counseling  
Individual counseling and career planning  
Case management for participants seeking training and career education services  
Comprehensive and specialized assessment of individualized skill levels and service needs  
Development of an individual employment plan  
Literacy activities related to basic workforce readiness  
Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance and professional conduct

### **Training and Career Education Services for Individuals**

Occupational skills training, including training for nontraditional employment  
On-the-job-training  
Programs that combine workplace training with related instruction including coop education programs  
Training programs operated by the private sector  
Skill upgrading and retraining  
Entrepreneurial training  
Job readiness training  
Adult education and literacy activities (combined with other activities as required by WIA)  
Customized training conducted with a commitment by an employer to employ an individual upon successful completion of the training

4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?

5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?

For items 4 and 5 under the Governor's Workforce Development Strategic Plan, by 2008, Virginia will have developed uniform procedures, policies and forms for all core services for all workforce programs. In the interim, the State has provided the following:

**Uniform business service requirements are required for all certified one stop centers:**

<b>Services for Employers</b>
Assistance in finding qualified workers
Labor exchange
Interview facilities at one-stop centers
State and /or federally generated Labor Market Information (LMI)
State and /or federally generated info. on Americans with Disabilities Act (ADA)
Information regarding consultations on workplace accommodations for persons with disabilities
Information on and referral to business start-u, retention and expansion services
Information on and referral to sources for developing customized training programs
Information on and referral to career preparation activities
Rapid response to mass layoffs and plant closings
Information about training incentives such as on-the-job training programs
State and/or federally generated information on tax credits for new hires

## **Resource Rooms**

One-stop career centers must have a self-serve resource area or “resource room” that, at a minimum, offers the following services to our customers:

- Labor Exchange Tools
- Computer Applications Software
- Resume Writing Software
- Career Exploration Software
- Job, Career, and Skill Self-Assessment Tools
- Career, Job, and Labor Market Information
- Career Planning Information
- Job Search Information
- Interviewing Information
- Information on Resumes, Cover Letters, etc.
- Information on Job Retention
- Directories

## Periodicals

Specific requirements include:

Career exploration computer applications to benefit job seekers;

Labor exchange as required for core services.

Specific materials are not required for the other types of services listed above, however suggestions on materials to fulfill the requirements are provided below:

### ATTACHMENT A

#### **Examples of Resources that Fulfill the Minimum Requirements for Resource Rooms**

<b>Resource Room Service</b>	<b>Specific Examples Offered</b>
<b>Labor Exchange Tools</b>	<ul style="list-style-type: none"><li>▪ Restricted Use Telephones for Local Employer Calls with TTY</li><li>▪ Access to Facsimile Machine</li><li>▪ Access to Photocopy Machine</li><li>▪ Access to Printers</li><li>▪ Internet Access</li></ul>
<b>Computer Applications Software</b>	<ul style="list-style-type: none"><li>▪ Word Processing Software<ul style="list-style-type: none"><li>- Microsoft Word</li><li>- Corel WordPerfect</li></ul></li><li>▪ Accessible Software for Persons with Disabilities</li></ul>
<b>Resume Writing Software</b>	TBD
<b>Career Exploration Software</b>	<ul style="list-style-type: none"><li>▪ Occupational Information Network (O*NET)</li><li>▪ Occupational Outlook Handbook</li></ul>
<b>Job, Career, and Skill Self-Assessment Tools</b>	TBD
<b>Career, Job, and Labor Market Information</b>	TBD
<b>Career Planning Information</b>	TBD
<b>Job Search Information</b>	TBD
<b>Interviewing Information</b>	TBD
<b>Information on Resumes, Cover Letters, etc.</b>	TBD
<b>Information on Job Retention</b>	TBD
<b>Directories</b>	<ul style="list-style-type: none"><li>▪ Chamber of Commerce Directories</li><li>▪ Local Human Services Directory</li><li>▪ Virginia Business Directory</li><li>▪ Virginia Manufacturers Directory</li><li>▪ Telephone Directories</li></ul>
<b>Periodicals</b>	<ul style="list-style-type: none"><li>▪ Local Newspapers</li><li>▪ Business Periodicals</li></ul>

Resource Room Service	Specific Examples Offered
<b>General Information</b>	<ul style="list-style-type: none"> <li>▪ Adult Education Information</li> <li>▪ Child Day Care Information</li> <li>▪ Financial Aid Information</li> <li>▪ High School Equivalency (G.E.D. Testing) Information</li> <li>▪ Job Training Information</li> <li>▪ Local Transportation Information</li> <li>▪ Medicaid Information</li> <li>▪ Workplace Accommodation Information</li> <li>▪ Americans With Disabilities Act (ADA) and Job Site Accommodations Information</li> <li>▪ Information on ADA Consultation</li> <li>▪ Information on Ergonomic Assessments</li> <li>▪ Information on Worksite/Job Accommodations</li> <li>▪ Information on Retention Services for the Troubled Employee</li> <li>▪ Information on Disability Sensitivity Awareness Training</li> <li>▪ Information on Return to Work Services</li> <li>▪ Unemployment Insurance Handbook</li> </ul>
<b>Assistive Technology/ and Alternative Formats</b>	<ul style="list-style-type: none"> <li>▪ Braille Printers With Appropriate Braille Translation Software</li> <li>▪ Closed Captioned Videotapes</li> <li>▪ TTY/TDD – Telecommunications Device for the Deaf</li> <li>▪ textHELP Read and Write</li> <li>▪ Zoom Text – Screen Magnifier</li> <li>▪ WiVik – Onscreen Keyboard Used In Conjunction With The Trackball</li> <li>▪ Large Computer Monitor (19 In.) Trackball, And A Switch (Large button that works like the left click button on a mouse.)</li> <li>▪ Height Adjustable Work Stations which can be raised or lowered to accommodate wheelchairs.</li> </ul>

## **Local Workforce and Career Development System Marketing and Customer Relations**

Effective marketing and customer relations throughout the Virginia Workforce and Career Development System will establish and sustain a broad awareness in the marketplace. The Virginia Workforce Network brand ultimately sets up an expectation of the services provided inside the center for the customer. These efforts are to be a priority for continued success and visibility.

- The Virginia Workforce Network name and logo must be incorporated into the signage of each certified one stop center location. Satellite or affiliated offices should be given the right to use the logo judiciously with thought given to the expectation of the customer
- The Virginia Workforce Network name and logo must be included on various forms, communications and publicity materials, including webpages.
- Local systems must use a common toll-free telephone number in all marketing and public relations materials.
- All centers must incorporate the term “workforce center” or “career center” into their telephone greetings to communicate a common network of state-certified centers that provide a base of similar services throughout the Commonwealth.
- Each office location must have a receptionist/greeter to direct customers appropriately upon customer entry.

- It is expected that all staff in the career centers will also be able to direct/assist customers appropriately as needed.
- To encourage coordination of publicity materials, and to minimize duplication of effort and resources in the 16 regions as well as at the state level, each Workforce and Career Development System Agency will send all publicity materials, as a matter of record and best practice, to a single depository as designated by the VWC.
- Each Workforce and Career Development System Agency will create a basic schedule of publications, television/radio/billboard advertisements, job fairs, etc. indicating any marketing and public relations activities. This plan will be shared with the VWC for inclusion in a statewide marketing grid disseminated to the 16 regions

B. Workforce Information – A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)

1. Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.

To meet the Governor's goal of demonstrating results and value in the workforce system that meets business needs through performance measurement and assessment, the following annual demand analysis action items will occur:

- Establish certified and competency-based assessments and credentials that meet employer demands and create a world-class pipeline of competitive employees that have the capability of filling the attrition that will occur by 2009 in demand occupations.
- Identify the major demand occupations by state and region annually.
- Establish workforce priorities and incentives to address employer occupational demands in rural areas by 2008.
- Provide incentives throughout the workforce system, such as incentives for workers to enter high-demand occupations, to increase the ability to meet future workforce demands by 2009.
- Provide aptitude screening tests, developed in partnership with the private sector, to assist high-tech employers to locate candidates who, with a modest investment in training, have the potential to become highly productive employees. These employees will help to fill vital needs in the Commonwealth for high-wage, high-tech jobs.

2. Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home, and 4. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.

The Virginia Employment Commission continually disseminates data to all public and private users. The information includes the most up to date and accurate workforce and demographic information available. New and updated information is made available electronically and in hard copy usually within minutes of its release. A concerted effort is made to present as much of the data as possible for not only the state, but the Metropolitan Statistical Areas, Workforce Investment Areas, and individual counties and cities where possible. Again, electronic dissemination is preferred, but hard copies of the products are always sent to all of the local VEC offices, the Workforce Investment Offices, One-Stop locations, employers and other private users. We also make special announcements on the VEC Website and in a quarterly newsletter. The major source of information is the VEC's Virginia's Electronic Labor Market Access (VELMA) which is part of the America's Labor Market Information System (ALMIS). VELMA is set to assist job seekers, employers, and researchers and analysts. Staff is also available to respond to user requests and technical questions. Further, the Labor Market and Demographic Analysis staff periodically surveys users to assure that the information available is being used and is in a format that is user friendly.

The VELMA system is part of the America's Labor Market Information System. It incorporates high quality, standardized local, state and national data components. VELMA contains training, education, financial aid, student loan, career mapping, national College Board, Sallie Mae, and CollegeNet information for job seekers. Persons wanting to make career decisions can get information from O\*Net (Dept. of Labor/Employment & Training Administration), supply and demand data (U.S. Department of Education), and names and addresses of employers (InfoUSA). Job seekers can go into the America's Job Bank, America's Talent Bank or private job bank resources to inquire about current job openings and to post their credentials for employers to view. Dislocated workers can use America's Service Locator to find where they can go for assistance in dealing with job loss and finding new employment or training to gain needed skills.

3. Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.

The State's Workforce Information Core Products and Services Plan is developed with the direct input of the Virginia Workforce Council and its Executive Committee members, who also have responsibility for the State WIA Plan. The VEC Commissioner is a member of both. The Labor Market and Demographic Analysis (LMDA) section meet with representatives several times prior to the final writing of the plan. A set of guidelines and goals are established, from which the plan is developed. Two main portions of the plan are the continuation, updating and further development of the VELMA system and the production and publication of industry and occupational employment projections. The products and services developed are utilized as tools to drive system investments, including types of training needed by individuals to compete in local labor markets, the development of targeted high growth strategies as part of economic development, and use by businesses looking to grow and compete both locally and globally. .

## C. Adults and Dislocated Workers

### 1. Core Services. §112(b)(17)(a)(i).

- a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2). **(2005 text unchanged)**

Universal access is provided in Virginia under the direction of WIA Policy #03-03, which states Universal access means that all individuals shall have equal access to WIA core services and that no individual shall be at a particular disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access to core services must take into account issues such as:

1. Eliminating architectural and programmatic barriers to individuals with disabilities;
2. Facilitating access for individuals with poor computer skills to computer based information and services;
3. Excluding place of residence as an eligibility criteria for receiving services; and
4. Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

A strategy employed to assist in this policy's implementation is in the certification process for one stops, wherein a team approach between the WIA Division and the Department of Rehabilitative Services make sites visits has been used to ensure that universal access issues are addressed in concert with the certification of the one stop center.

- b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes: (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and is accessible and available to all customers at the local level.

The state ensures this delivery through the VEC, which will continue to contribute Wagner-Peyser funds to provide a statewide capacity for a three-tiered labor exchange service. Self-services are available to jobseekers at any VEC local office or one stop center. Jobseekers may also register via mail, Internet, and if filing for unemployment insurance may utilize either the Internet or telephone contact center. All VEC offices and one-stop centers also have resource rooms available for self-help/service by the customer. These resource rooms offer a wide variety of self-help materials/information etc including PC's, resume assistance, self-assessments, labor market information, job hunting tips, job listings etc.

Facilitated self-help services are also available at any VEC local office or one-stop center for customers who may need assistance with the self-help services or additional advice/direction etc in their job search. The VEC also offers various workshops to groups on how to use the self-help resources and all offices have staff available to answer questions that will help these customers use the resources more effectively and efficiently.

Staff-assisted services are also available at any VEC local office or one-stop center for customers who need assistance more intensive than the self-help arena. Staff assisted interviews can be arranged with employers, individual job development efforts rendered, resume assistance and preparation and a myriad of other services are also available. Staff-assisted services are normally tailored to the customer's individual need and/or situation.

Employers are also offered a tiered level of service provision. They may list job openings themselves, have jobseekers contact them directly etc, or may request facilitated and staff assisted services such as job matching, screening, referral management, follow-up, labor market information services etc.

All of the above-described services are open, accessible and available for ALL customers regardless of any socio-economic elements, geographic boundaries, employed/unemployed or any other factors

c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.

Under the Virginia Workforce Council Minimum Standards for One Stop Centers, Wagner-Peyser services are required to be physically located on site in any certified comprehensive one-stop center. This document also specifies what partner services are to be physically located, and what others are to provide information at the center with referral to direct services available.

2. Intensive Services. (§112(b)(17)(a)(i.)) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined. **(2005 text unchanged)**

Virginia Policy requires in order to receive WIA intensive services, an adult must be enrolled/registered into WIA. Registration means the process for collecting information to determine eligibility and qualification for intensive and training services under Title I [20 CFR 663.105]. It is the point at which information that is used in performance measurement under Title I begins to be collected. WIA registration should not be confused with registration for Wagner-Peyser or any other partner program. Enrollment/ registration into WIA is only required to receive WIA intensive and training services. WIA registration is not required for customers of a one-stop center that receive intensive services that are not funded by WIA title I [TEGL 7-99].

Virginia Policy advises that an eligible adult or an eligible dislocated worker may receive intensive services if he/ she:

1) Is unemployed and is unable to obtain employment through core services; and has been determined by a one-stop operator to be in need of more intensive services beyond core services in order to obtain employment;

Federal law stipulates that adults or dislocated workers must receive a minimum of one core service in order to be eligible for intensive services. The law does not stipulate which core services must be provided, however, the case management file must document an initial assessment determining the individual's skill levels, aptitudes, and supportive services needs [20 CFR, 663.160] and documentation of a job search and/ or placement assistance provided. There is no minimum time period for participation in core services before receiving intensive services. LWIBs may further define this regulation according to local preference.

**or**

2) Is employed, but who is determined by a one-stop operator to be in need of intensive services in order to obtain or retain employment that allows for self-sufficiency. LWIBs should determine their own definition of what it means to be self-sufficient in their locality as long as it meets the minimum criteria of paying the lower living standard income level. Recognizing that there are different local conditions that should be considered in this determination, the regulation provides maximum flexibility. Such factors as family size and local economic conditions may be included in the criteria. It may often occur that dislocated workers require a wage higher than the lower living standard income level to maintain self-sufficiency. Therefore, self-sufficiency may be defined in relation to a percentage of the layoff wage for dislocated workers [20 CFR 663.230].  
3) If funds are limited, federal statutory priority of service guidelines must be considered in the case of adults, but do not apply to dislocated workers.

### 3. Training Services. (§112(b)(17)(A)(i.)) **(2005 text unchanged)**

- a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources, And item b. ii. Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy

A well-prepared, skilled, available workforce is among the most critical factors in economic growth. Incentives, developed sites, and marketing will not induce a business to locate or expand if its basic workforce needs cannot be met. In order to meet business workforce needs, Virginia must respond to a range of ongoing changes. Skilled workers will continue to be needed in traditional industry sectors even as emerging sectors create new demands for continuous workforce training.

Some examples of strategies to affect this vision are:

- The waiver submitted in this plan to allow local WIA formula funds to be used for local boards to provide incumbent worker training will expand the reach of WIA funding and allow LWIBs to be more flexible to economic development needs,
- The waiver submitted in this plan to allow older youth to use ITAs will provide more flexibility for local programs to serve those individuals 18-21 through youth funds, reduce administrative burdens of co-enrollment and retain more adult funding to serve other individuals,
- The Advantage Virginia Foundation was created and funded through State funds to The Advantage Virginia Incentive Program Foundation (Foundation) to prepare persons, through education, to fill jobs that are in high demand in the Commonwealth. Scholarships will be provided to individuals through a program that is governed by a public-private board based upon the following: (i) jobs that are in high demand in the Commonwealth as qualified jobs for the purpose of AVIP; (ii) professions and skill areas directly related to qualified jobs; (iii) the geographical concentration of qualified jobs; and (iv) eligible degree programs that shall be two-year or four-year degree programs, offered by eligible institutions, and that directly lead to employment in qualified jobs. In making such designations, the Virginia Workforce Council will (i) consult with the State Council of Higher Education, the Secretaries of Commerce and Trade, Education, and Technology, and any interested representatives from private sector businesses, labor organizations, trade associations, and individuals, public agencies, or private companies with expertise related to labor markets or geographic and demographic analysis and (ii) seek to ensure that the diverse needs of the Commonwealth are considered and that such designations reflect Virginia's broad, long-term economic, educational, and public policy interests in both the public and private sectors.

b. Individual Training Accounts:

i. What policy direction has the State provided for ITAs?

Policy direction on the use of ITAs is grounded on the following principles:

- Access is to be provided at not less than one physical comprehensive center per workforce area for eligible adults and dislocated workers,
- ITAs must be used only to procure training from certified providers on the statewide list,
- ITAs must be linked to occupations in demand, or that have high potential for sustained demand or growth,

- ITAs shall only be issued after an individual received core and intensive services and is unsuccessful in finding employment
- ITAs shall only be issued in consultation with a skilled and knowledgeable case manager/career coach
- ITAs must be provided in a manner that maximizes informed consumer choice

ii.. See above, combined with item a.

iii. Discuss the State's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand, and economically vital occupations.

All WIA local funds for training are required to be linked to high-growth, high demand and vital occupations as identified in each area's local demand plan. Statewide funds dedicated to training uses are also utilized in the same manner.

iv. Describe the State's policy for limiting ITAs (e.g., dollar amount or duration)

Virginia has not prescribed a limit at the state level, but by policy, allows each local area to define a limit and include it in the local plan.

v. Describe the State's current or planned use of WIA Title I funds for the provision of training through apprenticeship.

Apprentice programs are eligible entities to submit application to be certified training providers on the state training list, thereby gaining access to WIA Title I funds.

vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)

The State will issue a Field Guidance Memorandum via its website and direct notice to LWIB directors informing them of this option. Current policies should not prevent access to such activities.

c. Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)

The Statewide Training Provider List is available anywhere that an individual has internet access. This list is user friendly and allows an individual to search in a particular geographic area or to enter key words to conduct a search. Each one stop center is required to provide performance information and program cost information on eligible providers of training services as described in WIA Title I Section 122, by program; as well as, the provision of performance information and program cost information on providers of adult education described in WIA Title II, providers of postsecondary career and technical education activities and career and technical education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.).

d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b)). Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.

Virginia's vision for increased training opportunities through OJT and customized training is to ensure that every training option is available to match trained job seekers with employer demand.

By seeking and having the waiver approved to allow local workforce boards to use local formula funding for incumbent worker training will likely be the most effective strategy to link the workforce system with employers who most often request assistance in the form of OJT or customized training. Business service units that will be required in each certified one stop center in Virginia will become the main connection between the employer community that is providing the job opportunities and the pool of potential workers that are provided through the workforce development system.

New businesses will be made aware of training options through economic development prospect packages coordinated between the Virginia Economic Development Partnership, local economic development agencies and local workforce investment boards. Employer groups will be targeted through the Virginia Employment Commission Employer Advisory Committees (EACs), a network of 29 regionally defined groups that advise the VEC of services needed by the employer community and the citizens of Virginia, and how best to provide these services. EACs also promote the services of the VEC and the one stop centers in their area.

Employers will drive the on-the-job training and the curriculum for the related instruction provided to workers in the Virginia's apprenticeship programs administered by the Virginia Community College System.

The VCCS is responsible for policy and the administration of all related instruction. The VCCS coordinates a collaborative effort of employers, the Virginia Department of Labor and Industry, secondary education, technical centers and local colleges to provide related instruction in highly skilled trades and occupations.

Each registered apprentice completes a minimum of 2000 hours of supervised on-the-job work experience in a specific trade, and a *recommended* minimum of 144 hours of related instruction for *each year* of apprenticeship. Depending on the occupation, the length of apprenticeship varies between one and six years, with four years of on-the-job training being the average.

Related Instruction is based on the specific trade areas and the courses are developed in cooperation with industry leaders. Specialized curriculums are designed to meet specific needs within the trade as well as meet employer needs. Apprenticeship related instruction is planned by working directly with sponsoring employers to develop the appropriate academic, technical and core course work for the apprentices.

Apprenticeship Related Instruction is delivered within sixteen regions of the state through public schools and community colleges. Each region has an administrative agent/coordinator that is under contract with the Virginia Community College System. The role of the regional administrative agent is to work with business and industry to develop and deliver related instruction to apprentices that meet the specific needs of the employer and the development of skilled and well-rounded journeypersons.

Regional administrators ensure the provision of appropriate curriculum, supervisory, and administrative services for apprenticeship related instruction through a network of participating providers within the region. The administrator arranges for instruction through his/her host institution, and/or develops agreements with other schools and colleges within the region to deliver the related instruction

#### 4. Service to Specific Populations. (§112(b)(17)(A)(iv).)

- a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)

Virginia policy states that Universal access means that all individuals, including those referenced above, shall have equal access to WIA core services and that no individual shall be at a particular

disadvantage or shall encounter unnecessary difficulty in gaining access to those services. The provision of universal access must take into account issues such strategies as:

1. Eliminating architectural and programmatic barriers to individuals with disabilities;
2. Facilitating access for individuals with poor computer skills to computer based information and services;
3. Excluding place of residence as an eligibility criteria for receiving services; and
4. Furnishing access to a physical location with minimal transportation barriers and flexible hours of operation.

The VEC provides employment and training services for Veterans, other eligible persons, and Transitioning Service Members through the state employment service delivery system and in cooperation with one-stop partners through the utilization of federally funded Veterans' Services staff. Information on veteran services is also available at VaEmploy.com. The Veteran staff members are available to outstation themselves as needed to support one-stop partners and make themselves available to veteran job seekers through outreach efforts.

Because this document also serves as the service plan for the Migrant and Seasonal Farmworker program, the following additional information is provided: For migrant and seasonal farm worker populations, within the Virginia system of One-Stop Centers, the SWA has statewide coverage for both MSFWs and agricultural employers. This is accomplished through nine One-Stop Centers, each of which has specially trained farm placement staff (FPS). In addition to being fully qualified Workforce Services Representatives, able to provide the full range of employment service and unemployment insurance programs, these FPSs are usually conversant in the language of the majority of the MSFWs in the area. They are also extensively trained in the federal regulations affecting both MSFWs and the employers who use seasonal farm labor. While they are assigned to one of the nine centers described above, they actually are available to assist any of the remaining One-Stop Centers. All FPSs conduct outreach to locate and to contact MSFWs, in accordance with 20 CFR 653.107, who are not being reached by the normal intake activities of the One-Stop Center. Depending on the need, MSFWs may be registered where they live or work, referred to a job, provided a basic summary of farmworkers rights, or have their complaints taken. They certainly will be informed about the benefits of visiting the center in person and strongly encouraged to do so.

The object of the above programmatic effort is to ensure that MSFWs have the highest chance of receiving the appropriate level of Core, Intensive, or Training Services from any of our One-Stop Centers.

Onley is a *Significant Bilingual MSFW Office* in accordance with 20 CFR 651.10

Listed at page 126 are the nine One-Stop Centers having farm placement staff, and showing the statewide assignment of all counties.

- b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.

The Worker Profiling and Reemployment Services (WPRS) Program continues as a cooperative effort between the VEC and WIA Title I Service providers. However, because of the discontinuation of federal funding to support the reemployment services portion, this activity has currently ceased. Claimants however are still identified via the model as likely to exhaust their UI benefits and provided basic core services as appropriate.

Virginia continues to provide reemployment services through its competitive grant-funded Reemployment and Eligibility Assessment (REA) grant, which was initiated in 2005 and has been renewed each year since. The Department of Labor's objective for the REA grant is to achieve faster reemployment, shorter claim durations and fewer erroneous payments. Virginia's REA program promotes DOL's objective by scheduling a one-on-one, in-person interview with claimants who are not eligible for other reemployment services and who have filed their initial claim through either the Internet or a remote call center (Customer Contact Center), as soon as possible following payment of their first benefit check. REA-eligible UI beneficiaries within each of Virginia's 22 participating One-Stop offices are selected to receive REA services, based in priority order of having a higher likelihood of exhausting benefits. REA interviews include an assessment of benefits eligibility criteria; a review of job service data on file for accuracy and completeness; a review of job skills and current job search activity; assistance in using local labor market information for targeted job search assistance; and joint beneficiary-staff development of a plan, with referrals to additional reemployment services provided by VEC or partner organizations, in support of identified skills or job search strategy needs. Ineligibility for UI benefits, or for failure to report to an REA service, will result in adjudication. Program activity levels are negotiated annually with DOL during the grant renewal process; and, are based on program activities, and availability of funding and human resources.

c. Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.

The administration of the Unemployment Insurance (UI) Work Test is a result of the requirement under the Virginia Unemployment Compensation Act that an individual must be registered for work with the Job Service, must be available for work, and must be actively seeking work to receive unemployment insurance benefits. The term "available for work" requires the individual to accept any suitable work that may be offered without attaching conditions not considered usual and customary for that occupation. The automated JS/UI interface produces a list of claimants who have not registered for work or who may have potential work search issues. This list is then made available to appropriate VEC staff for follow-up purposes. Also, once a claimant is registered for work with the Job Service, his application automatically remains active in the VEC's automated system for 270 days.

Activities in this regard are closely coordinated with both the WIA Dislocated Worker and the Trade Act Programs. JS/UI automation provides timely computer interfacing between systems. Our reorganization to single intake and service delivery will, as it is implemented, alter this and other related systems and processes.

- d. Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?

Rapid response teams are comprised of both VEC staff, which administer Trade and LWIB staffs, which administer the WIA programs to insure integration and alignment.

In February of 2007, the State issued a policy directive that requires the co-enrollment of all eligible individuals into Dislocated Worker and Trade programs.

- e. How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?

Skill achievement will be addressed as follows through the implementation of the Governor's Workforce Development Strategic Plan:

<b>Strategy</b>	<b>Action Item</b>
<b>Increase priority and visibility of skills development, career &amp; technical education and postsecondary education opportunities for adults</b>	<ol style="list-style-type: none"> <li>1. Provide alternative approaches to organizing postsecondary skill development, remediation and workforce training programs for adults throughout the state to increase availability and access to these programs by 2008.</li> <li>2. Create skill development opportunities by 2008 for at-risk population sectors that face barriers to employment.</li> <li>3. Develop a statewide career pathways and workforce communication plan by 2007.</li> <li>4. Increase the use of the Career Readiness Certificate (CRC) and necessary resources to upgrade adult skill deficiencies by 10% annually beginning in 2007.</li> </ol>
<b>Insure attainment of labor market skills</b>	<ol style="list-style-type: none"> <li>1. Increase the proportion of 18-24 year-olds enrolled in postsecondary education to 39 percent by 2010.</li> <li>2. Develop an electronic data base to determine progression from P-16 education system (public &amp; private) to employment by 2009.</li> <li>3. Require every public school student by 2010 to have an individualized high school plan to ensure course selection decisions are aligned with students' transition and career goals after high school.</li> <li>4. Increase by 6 percent annually, by 2008, those entering registered apprenticeship programs to meet anticipated skill shortages, as indicated in the VWC's Workforce Development Blueprint for 2012.</li> </ol>

f. Describe will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible? (**2005 text unchanged**)

The minimum standards for one stop centers further states that: Priority will be given to assuring that throughout the system, persons with disabilities will have programmatic access to all services. The commitment to adequately serving persons with disabilities extends beyond the specialized services of vocational rehabilitation to the system as a whole and assumes the responsibility of continuously enhancing system capacity for achieving that aim. Each certified center is also inspected by the Department of Rehabilitative Services to ensure accessibility issues are addressed as part of the certification process.

g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)((B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).)

The VEC provides employment and training services for veterans, other eligible persons and transitioning service members through the State Employment Service delivery system, cooperation and coordination with One-Stop partners, presentation of the Transition Assistance Program (TAP) at Department of Defense installations (military bases), and through the utilization of Federally funded Veterans' Services staff (DVOP and LVER) in accordance with Public Law 107-288 and all applicable statutes, regulations, Director's Memorandums and Veterans Program Letters. The DVOP and LVER staffs work out of VEC offices that are designated One-Stop centers within the Workforce Investment Board areas. These VEC locations often house other Workforce Investment Act (WIA) partners, such as the Virginia Department of Rehabilitative Services (DRS), Social Services, the Community College System, Adult Basic Education and the Welfare to Work Program, among others. There may also be other designated non-VEC one-stop centers within the WIB area. Our agency LVER staff is required by PL 107-288 to serve as the "trainers" for other agency and WIA staff in the One-Stop work environment. The primary responsibility of DVOP staff in these VEC Field Operations offices is to triage (assess) veteran job seekers (and other eligible persons) and determine the services that must be provided to make them job ready. This includes referral to and utilization of other partner services through coordination and cooperation. There are 17 Workforce Investment Boards (WIBs) in Virginia and VEC is represented as a partner on the WIB boards (generally by VEC Field Operations Regional Directors and/or VEC Field Operations Managers).

Cooperation with WIA partners is mandated under the interagency grant agreement between the VEC and the Veterans' Employment and Training Service (VETS), a part of the U.S. Department of Labor. In-state Federal monitors from VETS are housed in VEC offices in Richmond and in Alexandria. These representatives regularly verify all aspects of VEC compliance with this grant agreement to include all operations and financial management. The grant agreement itself has to be written so as not to be in conflict with the WIA regulations and requirements. Local VEC management, represented by Field Operations Regional Directors and Field Operations Managers oversee and implement day-to-day cooperation with WIA at the local

level. They also manage VEC participation in presentation of the Transition Assistance Program.

h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.

The Commonwealth has developed guidelines for use by one stop centers. Overall activities are monitored by the Human Relations Manager at the Central Office of the Virginia Employment Commission, which serves as WIA Administrative Entity. The Agency's Equal Opportunity Assistant is designated as the Language Access Coordinator.

In summary the guideline are outlined as follows:

### **Local office/One-Stop Protocol**

- a. Identification of need: Local office managers may take appropriate steps in evaluating, quantitatively and qualitatively, the needs of LEP customers in their service areas, including:
  - . Examination of the situational needs assessment information kept by the agency;
  - i. Interviews with customers within their service area;
  - ii. Systematic observation of customer-staff interaction; and
  - iii. Hiring bilingual staff.
- b. Local office managers will maintain autonomy in creating a mix of language assistance resources appropriate to the demographics of their service area.
- c. All LAS will be available to local office staff through electronic or other means based on need.
- d. Local office managers will evaluate language resources available in their service area including community colleges, state and private universities, and community-based organizations. LO managers may, with the approval of the Commission, enter into agreements for the provision of such services with community resources. These community resources will be integrated with other agency language resources as appropriate.

- e. LAC will coordinate on a regular basis with LO managers to assure that localized resources are made available to other LO managers to the greatest extent practicable.
- f. LO managers may maintain a database tracking LEP contacts. Database formats will be provided by LAC. LOs shall make the data available to LAC as requested by LAC.
- g. LO managers will communicate to staff that the use of a family member or friend may only take place after informing an LEP customer of his/her right to free interpreter services.

The Agency also has developed a policy on interpreter services to ensure the provision of appropriate interpreter services to ensure that every Virginian, regardless of their native language, has access to and can participate in programs in the One Stop Centers. The State also maintains a listing of interpreter services for both spoken languages and sign language as a resource for the one stop system.

- i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:
  - The number of Migrant and Seasonal Farmworkers (MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.

The Virginia One-Stop System is very sensitive to the needs of the immigrant and the Limited English Proficient (LEP) job seeker. This, of course, also includes the farmworker populations that our facilities are configured to serve. All of our One-Stop centers have been reviewed for compliance with 29 CFR part 37, and all meet the required standard.

In addition to fully qualified farm placement specialists in nine One-Stop Centers, most of whom are conversant in the language of the farmworker populations in their areas, we have electronic translation capabilities on our job seeker self-service computers. Nearly all of the web pages involved in a complete job search are available in one of several languages.

For the more challenging situations involving face-to-face non-English verbal communications, we have Language Line in every physical location, and for all agency transactions. In addition to job search functions, we use Language Line for Unemployment Insurance processing of initial and continuing claims, for U.I. lower and higher hearings, and for whatever else where the spoken language is a problem.

Each year the Virginia SWA conducts an extensive effort to estimate, by specific location, the number of MSFWs thought to be in state to do agricultural work. Farm Placement Staff, within their assigned counties and based on their on-the-ground knowledge, collaborate with other knowledgeable individuals, with the Cooperative Extension Service, with the WIA 167 provider (Telamon Corporation), with other sources including growers, and develop estimates of the total

farmworker populations, and the peak farmworker populations. This information is aggregated among the nine One-Stop Centers and used to develop an estimate of the number of MSFWs that should be contacted each season through outreach.

There are nine Comprehensive One-Stop Centers which have Farm Placement Staff assigned to them. For the Program Year beginning July 2006, we anticipate a total of 14,124 farmworkers in Virginia, with a Peak of 11,954. We will contact 3,985, or thirty-three percent of the “Peak Estimated” number of MSFWs through outreach.

This information is presented in Attachment 4 concerns MSFWs, but also displays the H-2A workforce numbers.

The planned coverage is found in Attachment 4. These centers provide statewide coverage for MSFWs and agricultural employers, and assist the remainder of the One-Stop Centers with specialized, farmworker related services on a demand driven basis.

##### **5. Priority of Service (2005 text unchanged)**

- a. What procedures and criteria are in place under 20 CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)

The State does not pre-determine priority of service for local boards. Rather, Virginia’s Priority of Service Policy states that in the event that adult funds are determined to be limited, the LWIB must develop a priority of service policy. At a minimum, the policy must grant first priority to individuals who are receiving public assistance or are classified as “low-income” in accordance with WIA definitions. Additional priorities may also be set for specific populations, such as individuals with significant barriers to employment or for participants interested in training for occupations that are in demand in the area.

***Establishing a priority does not prohibit the LWIB from serving other eligible participants, as well.*** The priority may be established by providing services based on points that are assigned to specific barriers or reserving a percentage of available funds for target populations.

The criteria established by the state to be used for LWIBs to determine if adult funds are limited, LWIBs must take into consideration the availability of other workforce investment funding, including National Emergency Grants, Rapid Response funds, Temporary Assistance for Needy Families funds and any other public or private resources that are available to fund employment and training activities in the local area. Subsequently, the LWIB must consider the current economic conditions of the local area, including population and demographic data, unemployment statistics, labor market information, and past expenditure trends in employment and training activities.

In addition to research gathered from surveying the aforementioned resources, **all** of the following must be true if a LWIB declares that local funds are **UNLIMITED**:

1. The LWIB receives funds from other sources that is equivalent to at least 50% of the total WIA allocation.
2. The LWIB receives in-kind contributions from other sources that is equivalent to at least 25% of the total WIA allocation.
3. The local area has an unemployment rate that is less than the state average.

b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)(38 USC 4215), that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03)?

Priority of service, as mandated by Training and Employment Guidance Letter (TEGL) No. 5-03, is the responsibility of all employment and training programs receiving Federal funds, i.e., to give veterans priority in program(s) participation if they meet the eligibility requirements. This TEGL was discussed at our statewide Veteran Partners Conference held May 2-3, 2006, in Richmond, Virginia. The VEC takes steps to ensure that veterans receive priority of service in all of the services that it provides and standards of performance governing VEC services to veterans have been negotiated with the Veterans Employment and Training Service (VETS). Successfully exceeding these standards documents veterans' preference by the VEC. This priority of service is implemented through priority file search for job referral and priority referral to potential job opportunities.

D. Rapid Response. (112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).

1. **Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated in the local areas.**

The Virginia Employment Commission's State Dislocated Worker Unit (DWU) oversees and supports statewide Rapid Response activities and services that are coordinated locally by six (6) regional Employment Transition Services Managers. The State is divided into four regions, which are assigned an Employment Transition Services Manager to coordinate the Rapid Response services for employers in their region. While the Rapid Response Program is administered at the state level, it is planned and implemented at the local level through a combined team effort.

2. **Describe the process involved in carrying out Rapid Response activities.**

**a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?**

The system receives notification of impending layoffs and closures in a variety of ways. Upon receipt in the State DWU, written notices of an impending WARN Act event are faxed to the designated employment transition services manager assigned to the affected region. An acknowledgement letter is prepared and sent to the employer's representative, along with contact information for the employment transition services manager that will assist with rapid response services. Copies of the WARN Act Notice and acknowledgement letter are sent to the state economic development agency, the local workforce investment board serving the employer's area, the VEC Commissioner's Office, the Director of the VEC Economic Information Services Division, the Governor's Office for Workforce Development, the State Director of the US Department of Labor's Veterans Employment and Training Service (VETS) unit, and the managers of the local VEC and One-Stop Career Center offices.

Some companies voluntarily notify their local VEC or One Stop office, Workforce Investment Board office, or the State DWU of layoffs and closures not covered by the WARN Act. The State DWU regularly reviews newspapers from the major metropolitan areas of the state looking for news articles that might suggest an impending layoff or plant closure. These may also be received via a courtesy letter from the employer, an announcement through the news media, or received by an employer' or union representative telephone inquiry and request for assistance. If a courtesy letter is received, it is acknowledged with the same procedure as stated above.

**b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?**

Following receipt of a WARN or non-WARN Act notice, the regional employment transition services manager will attempt to make contact with the employer within 24 hours to offer and coordinate rapid response services. During the initial conversation with the company's representative, emphasis is placed on providing information on transition services to the affected employees prior to layoff and during work hours. If the planned layoff is scheduled over a period of time, the rapid response coordinator encourages the employer to schedule all affected workers to attend the initial informational briefings.

Specific information is gathered from company management and union representatives, if available, which aids the Rapid Response Team in planning services that are specially tailored to meet the needs of the affected workers. The team strives to obtain the commitment of company management and labor to actively participate in the planning and implementation of key project activities, such as: worker needs assessment surveys; pre-layoff workshops, on-site

transition services, and outreach activities. Employers are highly encouraged to allow workers to receive all these services on company time. A transitional or labor management committee may be formed to help guide the transition process. Meetings are generally conducted on the employer's premises.

If the regional coordinator has difficulty contacting the necessary company personnel to provide on-site services, other options are pursued. If a union represents the workers, services may be offered through the union at their headquarters. If the company does not have the space for on-site services, resource centers and/or workshops are offered at nearby facilities such as a hotel. For layoffs that the coordinators are not able to provide on-site services, information packets detailing available transition services are delivered to the worksite.

**c. What Services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?**

During the initial management briefing with the company and union representatives, if applicable, the immediate needs of the company and the affected workers are discussed, which aids the Rapid Response team in planning and providing appropriate services. The company is asked to distribute an employment transition assessment questionnaire to the affected workers to determine their needs, or, if that option is not available, these questionnaires are completed during the employee information briefing session.

Information gathered from both the company and the workers is utilized to plan the overall rapid response activities. These activities include: employee information briefings, on-site resource centers, community resource and job fairs, and employment transition assistance workshops.

The Rapid Response team can provide a variety of workshops to assist job seekers in their transition to new employment. Workshop topics include, but are not limited to: resume writing, interviewing skills, job search strategies, dealing with stress, career planning and surviving a job loss. Additional workshop and services offerings are developed to meet specific needs as stated on the employment transition assessment questionnaires.

**3. How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?**

Virginia has a well-coordinated statewide rapid response effort that involves all key partners in the One-Stop system. Since collaboration and communication are the most valuable resources in successfully achieving seamless service delivery,

Virginia has established a ‘team approach’ to clearly communicate and deliver employment transition services for companies and affected workers. Team members include the regional rapid response coordinator (team leader) and representatives from the local One-Stop Career Center and the local Virginia Employment Commission field office. Depending on the size and scope of the layoffs, the team may also involve a representative from the area Workforce Investment Board. The One-Stop Career center’s participation in the planning and delivery of Rapid Response services ensures a seamless transition between Rapid Response and One-Stop activities, including core and intensive services.

An initial on-site meeting may be scheduled with the state’s Rapid Response Team and the company, including union officials (if applicable). The ultimate goal of the initial on-site meeting is to schedule pre-layoff workshops for the dislocated workers. The meeting is generally scheduled on the premises of the dislocating company. This meeting clarifies the expectations of, and defines the role of, each member of the Rapid Response team. Specific information is gathered from company management and the union, which aids the Rapid Response Team in planning for immediate services for the impacted workers. The team obtains the commitment of company management and the union to actively participate in the planning and implementation of key project activities such as a worker needs survey, pre-layoff workshops, on-site transition services, and outreach activities. A transitional or labor management committee may be formed to help guide the transition process. This ‘team approach’ strengthens the ability to formulate successful strategies for carrying out initial Rapid Response activities and to transition to one-stop services with ease and without service duplication.

Rapid Response services are provided to dislocated workers regardless of the reason for the layoff or closure (e.g., Trade impacted, company downsizing/restructuring, natural disaster, plant relocation, bankruptcy, etc.) When rapid response services are completed, the Virginia Workforce Network assumes ongoing support for the dislocated workers through its One-Stop Career Center System.

- 4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?**

Virginia approaches Rapid Response as a business service. Employers receive confidential assistance with planning for transition needs, understanding WARN requirements, and filing Trade Act petitions. Companies are provided with

business services by state level Rapid Response staff as well as from regional Rapid Response staff through an integrated, coordinated approach.

Our Rapid Response teams may offer employers alternatives to reduce or help avoid impending or future layoffs and help in conducting an orderly shutdown. We offer pre-layoff services to help workers shorten their transition to new employment opportunities, information to assist the company in maintaining good worker morale and productivity during the transition, and facilitate coordination of services for workers with the local One-Stop Career Centers.

Our Rapid Response teams partner with state and local economic development agencies to ensure that rapid response services are linked to the State's business retention and expansion services. Our State Dislocated Worker Unit (DWU) works closely with the Virginia Department of Business Assistance (DBA) Existing Business Services and Workforce Services Divisions to retain and expand manufacturing and processing firms. These efforts help to reduce the number of business closures, failures, and out-of-state expansions that could result in a significant loss of jobs to Virginia localities.

The State DWU assists state and local economic development entities in devising and overseeing strategies for layoff aversion, including:

- Pre-feasibility studies on avoiding plant closures through options for companies or groups, including the workers, to purchase a plant or business and continue operations.
- Incumbent worker training for upgrading workers' skills and enabling them to successfully adjust to new technologies in the workplace.
- Linkages with federal, state, and local levels including business retention and recruitment activities.

Rapid Response resources are used to support the full range of services available to help companies in all stages of the economic cycle. In many instances, local Rapid Response teams and Business Outreach teams are integrated. The State DWU is continually looking for new opportunities to enhance the business community's awareness, and use of, Rapid Response layoff assistance and layoff aversion services.

**5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff-warning network?**

The State DWU maintains a close working relationship with One-Stop Career Centers, as well as VEC Field Offices that do not serve as comprehensive one-stop centers. In many instances, One-Stop Career Center staff, including Unemployment Insurance staff, can provide timely information on potential layoffs in a particular area of the state that can allow Rapid Response staff to offer

early-intervention services. We also utilize the resources of the Mass Layoff Statistics (MLS) Report generated by the VEC Economic Information Services Division to gather information on specific layoffs and offer appropriate services.

In addition, we also closely partner with agencies that may include: Older Worker Programs (Senior Connections, etc.); the Department of Medical Assistance Services (FAMIS Outreach to avoid the high cost of COBRA); the Department of Rehabilitative Services; various employer-sponsored Employee Assistance Programs and/or Outplacement Services; AFL-CIO Community Liaisons (assist in working with unions and targeting leadership); the United Way; Virginia's 2-1-1 statewide network that refers clients to local community resources; and Faith Based Organizations that provide community support with facilities and outreach in areas experiencing high unemployment.

**6. What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act Programs, National Emergency Grants, and One-Stop activities?**

The State Dislocated Worker Unit tracks rapid response activities through three primary systems. First, an internal database is kept, listed by employer, that tracks all rapid response activities. This information is distributed to state and regional staff quarterly and is available on request. Second, a list of WARN Act Notices received by the State Dislocated Worker Unit is available on the Internet and is kept on the Virginia Employment Commission's web page. This list outlines information on the company, the impact date, and timetable of the event. The information is presented by notice date and regionally for use by state and local government, especially economic development personnel and the general public. Third, rapid response activities and programs, including Trade Act programs, National Emergency Grants (NEGs) and One-Stop activities are tracked using an integrated management information system called the Virginia Workforce Network Information System.

**7. Are Rapid Response funds used for other activities not described above; e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events?**

The Commonwealth of Virginia, WIA Policy 01-04 dated April 4, 2001 outlines the process for distribution of additional funding for dislocated worker services through Rapid Response. As stated in the policy, State Rapid Response staff will work with the local Workforce Investment Board (LWIB), or it's designee(s) to develop an action plan, including layoff aversion strategies, for rapid response and other services available from the Dislocated Worker Unit, the One-Stop Career Centers, the Virginia Employment Commission, the Department of Economic Development and other state and local agencies.

In the event that other sources of funding are not sufficient to cover the cost of the proposed services, the State Rapid Response staff will work with the LWIB to submit a request for additional funding to serve the dislocated workers. The State Dislocated Worker Unit will determine from the information provided by the LWIB whether the services will be funded by the Governor's 25% Statewide Rapid Response funds, or other WIA funding sources such as National Emergency Grants.

Rapid Response (25%) funds are used to provide the same types of supportive services, intensive services and occupational training opportunities permitted under the formula-funded WIA Title-1 Dislocated Worker grants. All awards made from the 25% Rapid Response funds are restricted to program funds. No administrative monies are allocated. New provisions also add requirements related to performance and the time in which funds must be expended.

E. Youth. ETA's strategic vision identifies youth most in need, such as out of school youth and those at risk, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)

1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)

The Virginia Team for Youth, which includes the Departments of Social Services Independent Living Program, Correctional Education, Juvenile Justice, Education, Rehabilitative Services, Job Corps and the Virginia Employment Commission Workforce Investment Act Program, is developing an active network to provide "transitional services to employment" for the neediest youth in Virginia. The stimulus for this process is the U.S. Departments of Education, Health and Human Services, Justice and Labor's commitment to a strategic vision to provide transitional services to our nation's neediest youth using the DOL's Workforce Development Act program as the catalyst.

This effort is to strengthen "transitional services to employment" to our state's neediest youth, youth in foster care (particularly those aging out of foster care), youth in the juvenile justice system, children of incarcerated parents, homeless, migrant youth, youth with a disability and youth that are dropouts. To accomplish this the Team has provided a series of forums throughout the state for "front line" staff from various agencies,

organizations, etc... The purpose of these forums is to engage these staffs in dialogue and action that will foster meaningful relationships to enhance resources for young people that we serve. Each forum provides these staffs the opportunity to view and experience the “obvious interdependency” of each other in their delivery of transitional services to these neediest youths.

The forums are designed to foster a dialogue on creating and sustaining relationships by highlighting the interdependency needed to provide transitional services to a population that is truly disadvantaged. After an initial discussion of the purpose and desired outcomes of this effort, the need to focus on the neediest youth is explored. This consists of identifying this population, what are their at-risk characteristics, the agencies that served this population, the additional agencies/organizations that need to be involved in this effort, the transitional services that are needed by this population, and the daily living essentials of this population.

Next, each cluster of persons (DOE, DSS, DRS DJJ, etc...) at the forum must present individually who they are, what they do and provide, who are their participants (clients), and where are they located, and what geographic area(s) they serve.

At the conclusion of this activity, groups are formed based on those persons that serve the same geographical area. These groups are given the following responsibility

1. Make a list of the people in your group and their contact information.
2. Identify the ways you/your programs link to one another in relations to transitioning youth to the workforce.
3. Identify ways you/your agencies or programs can create and develop a relationship around the linkage(s) for transitioning youth to the workforce.
4. Name 2-3 people in your group who are willing to organize and convene local meetings. One must be the LWIA Youth Program Coordinator.
5. Set a date for your first local meeting.
6. Set one goal for your group. What do you want to accomplish right away?
7. How will you measure your progress toward completing this goal? How will you know you have completed what you want to do?

Member(s) of the Virginia Team serve as facilitators in each of the groups. Each group reports out their plans to everyone.

At the conclusion of the forum, each group is expected to work toward achieving their goal(s) within a year. The Virginia Team will be involved in following the progress of the groups and offering technical assistance when needed.

2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)

Staff from the various Job Corps in the Commonwealth have established solid working relationships with local youth program operators across the state and have taken a proactive approach to identifying youth who are likely to benefit from services the Job Corps Center has to offer. Job Corps is represented on the Virginia Team for Youth discussed above.

3. How does the State plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth?

The State will utilize the discretion afforded by law in considering the application of statewide funds to support activities such as:

- a. utilizing the funds to promote cross agency collaboration;
- b. demonstration of cross-cutting models of service delivery;
- c. development of new models of alternative education leading to employment; or
- d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.

e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

Youth Program Design for youth is established in WIA Policy 00-5. In general, local boards are required to submit plans indicating the youth program structure. These plans must address funds distribution for the year-round and summer youth activities within the local areas to meet required youth requirements. The following ten program elements shall be available to the youth in each local workforce area; however, the services provided to each youth must meet that individuals' needs and be based on the results of an objective assessment and individual service strategy:

- tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- alternative secondary school services;
- summer employment opportunities that are directly linked to academic and occupational learning;
- paid and unpaid work experiences, including internships and job shadowing;
- occupational skill training;

- leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
- supportive services;
- adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- follow-up services for not less than 12 months after the completion of participation, as appropriate; and
- comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Through the establishment of the Youth Council, the Chief Local Elected Officials and the Local Workforce Investment Boards (LWIBs) are identifying and enlisting individuals in the community with the most direct knowledge of the area's youth needs, as well as those entities that provide the services. LWIBs should adopt criteria for evaluating youth programs and service providers, who have at a minimum:

- Previous demonstrated success in working with out-of-school youth, including dropouts, with indicators of outcomes that include successful return to and/or completion of education activities, vocational skills training, and entry into unsubsidized employment;
- Previous documented success in providing services to targeted youth groups, including high school dropouts, individuals with disabilities, homeless and runaway youth, youth offenders, and other eligible youth who face serious barriers to employment.

Local Workforce Investment Boards and their Youth Councils, as a part of their youth service provider selection process, in evaluating “*demonstrated success*” of service providers, should consider such criteria as:

Returning dropouts to education programs and the level of success of high school completion;

Documented improvements in reading, writing, and/or math skills by basic skills deficient youth;

Returning youth who were behind grade level to grade level and/or preventing them from dropping out of the education program;

Provision of education and support services to pregnant and parenting youth to allow for school completion;

School and work based learning, including school transition activities that successfully address youth disabilities, including learning disabilities;

Programs and activities that have been successful at finding shelter and other support for homeless and runaway youth, while simultaneously

providing education and workforce training activities that facilitate return to school or unsubsidized employment, as appropriate;

Programs that successfully provided transition activities to youth offenders, including basic education, job specific skills, work prerequisite skills, counseling, and other services necessary to effectively transition from youth institutions to community life and further education or unsubsidized employment.

#### Eligibility for Youth Services

An eligible youth is, an individual who:

- (a) Is age 14 through 21;
- (b) Is a low income individual; and
- (c) Is within one or more of the following categories: (as defined here-in)
  - (1) Deficient in basic literacy skills;
  - (2) School Dropout
  - (3) Homeless, runaway, or foster child;
  - (4) Pregnant or parenting;
  - (5) Offender; or
  - (6) Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment. *[WIA Sec. 101 (13)]*

Additional Requirements to be addressed in local program design are:

Information and Referrals - Each local board shall ensure that the participant or applicant who meets the minimum income criteria to be considered an eligible youth is provided with --

Information on the full array of applicable or appropriate services that are available through the local workforce area, including eligible providers or one-stop partners, and including those receiving funds under this subtitle; and

Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis.

F. Business Services. (§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:

1. Determine the employer needs in the local areas and on a Statewide basis.

The State has developed an employer survey that is internet based. Information is gathered statewide for and distributed to each local workforce investment area based upon geographic codes.

2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

The Minimum Standards for One Stops in Virginia specifies that certain business services are to be provided in each certified one stop center as part of the statewide workforce system. These services are:

Assistance in finding qualified workers
Labor exchange
Interview facilities at one-stop centers
State and /or federally generated Labor Market Information (LMI)
State and /or federally generated info. on Americans with Disabilities Act (ADA)
Information regarding consultations on workplace accommodations for persons with disabilities
Information on and referral to business start-u, retention and expansion services
Information on and referral to sources for developing customized training programs
Information on and referral to career preparation activities
Rapid response to mass layoffs and plant closings
Information about training incentives such as on-the-job training programs
State and/or federally generated information on tax credits for new hires

29 of the 39 Comprehensive One Stop Centers in Virginia are Virginia Employment Commission local offices, where the full array of Wagner Peyser services are available on site. As Virginia re-aligns ES/Wagner Peyser operations and modifies the Unemployment Insurance service delivery systems, it will also seize strategic opportunities for expanding colocation in non-VEC one stops. Virginia recognizes that collaborative efforts at continuous quality improvement must be elevated to ensure continued service integration as well as local level and statewide systems building. Strategies will encompass local level efforts as well as state head coordination.

The Virginia Employment Commission continues to operate Business Resource Units in each of its 4 geographic service regions of the Commonwealth. The best practices identified by these pilots serve as additional business services provided in all the one stops. Examples are:

- Engagement with employer community
  - Direct involvement with Employer Advisory Committees
  - Visits to gain better knowledge and understanding of employer's operations
  - Participation in local Chamber activities
  - Create and participate in Job Fairs and Employer Showcases
  - Utilization of employer newsletter
- Marketing services to local employer community
  - Development of handouts
  - Utilization of labor market data
    - Identification of primary employers
    - Development of visitation plan
    - Identify “premier” account employers
    - Use of free support from radio and TV

- Daily follow-up with employer regarding job orders and recruitment activity
  - Phone, Fax, E-mail
- Partnering with local Workforce Investment Board members to market services to area employer organizations.
- Partner with local economic development officials to work with new employers
  
- Intervention with claimants
  - Meet with claimants filing in person to develop employability plan and to offer referral
  - Identify claimants filing via Internet and Call Center and mail resource information.
- Schedule these claimants for one-on-one appointments
  - Match claimants against job opening data base on regular basis
  
- • Engage with workforce system partners
  - Coordinate needed services with other service providers
  - Involvement of partners in CQI process
  - Participate in community workforce provider networking meetings

3. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)

The Virginia Employment Commission and Department of Social Services administer these services. As required partners in the one stop system and signatories to the State MOU, the agencies commit to making these services part of the delivery system. Further, all certified one stop centers are required to provide State and/or Federally generated information on tax credits for new hires as part of their business services.

The Tax Relief and Health Care Act of 2006 reauthorized the Work Opportunity Tax Credit (WOTC) for employers who hire: welfare recipients, qualified veterans, food stamp recipients, ex-felons, high-risk youth, vocational rehabilitation referrals and supplemental security income recipients. Long-term welfare recipients can earn their employer a tax credit of up to \$3,500 for their first and \$5,000 for their second year of employment. Other welfare recipients and members of other target groups can earn employers a WOTC credit of up to \$2,400 in the first year. The number of new hires who can qualify employers for these credits is unlimited. Employers must apply for and receive certification from the VEC that their new hire belongs to one of nine groups of jobseekers eligible for the WOTC program before claiming it on their federal income tax return.

#### G. Innovative Service Delivery Strategies (§112(b)(17)(A).)

1. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).

Please refer to the Governor's Workforce Development Strategic Plan at Attachment 1.

2. If your State is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.

Not applicable.

H. Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to:

(1) Increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system;

- The Virginia General Assembly has enacted legislation establishing the Virginia Faith-Based and Community Initiative and designated the Department of Social Services as host for the Initiative. The statute also calls for coordinating among state agencies in implementation of Initiative activities and in engaging community and faith-based organizations in partnerships to address human services needs. The focus of Virginia's Faith-Based and Community Initiative is:
  - Strengthening the capacity of community and faith-based organizations to deliver services and partner with public agencies
  - Broadening the State's pool of service providers
  - Eliminating barriers to collaboration between public agencies and community grass roots and faith-based organizations

Through a grant from the Department of Labor, staff from Virginia's Faith-Based and Community Initiative Office has laid the foundation for increased opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system. Fourteen of the state's 17 Workforce Investment Boards (WIBs) have designed a Faith-Based and Community Initiative Liaison to coordinate outreach to community and faith-based organizations and to provide technical assistance on opportunities for partnerships with WIBs and the One-Stop network. The current efforts will be strengthened and expanded through the following activities:

- All WIBs will be requested to designate a staff person with Faith-Based and Community Initiative Liaison responsibilities.
- WIB Liaisons will be offered by Virginia Faith-Based and Community Initiative staff. This training will include information on federal and state statutes related to

coordination with faith-based and community organizations, strategies for outreach, and resources and methods for providing technical assistance on engaging these community based groups in partnerships to address the workforce training and education objectives of this plan.

- Virginia's Faith-Based and Community Initiative staff will assist WIBs in offering area meetings or training events for community and faith-based organizations to orient them to the One-Stop delivery system and explore partnerships
- Expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

State agency partners will coordinate in the development of outreach materials to assist grass roots community organizations in understanding the One-Stop delivery system and how to access the services it offers.

- Staff of Virginia's Faith-Based and Community Initiative will provide training to WIB executive directors on current Faith-Based and Community Initiatives in the state and information on use of the materials and resources of the Initiative in the local WIB areas.
- WIBs will be provided model procedures for referral and tracking of clients between One-Stop Centers and faith-based and community organizations.
- The web-based Resource Directory developed as part of Virginia's Faith-Based and Community Initiative will be used to assist WIB in identification of community-based groups providing services that support the objectives of the Workforce Investment Act. This directory lists community and faith-based organizations that have stated their interest in partnerships with public agencies and outlines the services provided by the organizations.
- The Virginia Faith-Based and Community Initiative Resource Directory will be made available to local WIB for use in providing information to community and faith-based groups about WIB meetings, funding opportunities, and local workforce development activities. Additionally, the Resource Directory can be used to identify grass roots organizations that could serve as information access points to the One-Stop delivery system.

- State agency partners will coordinate to expand the state's Faith-Based and Community Resource directory to include more organizations that provide workforce development related services

## X. State Administration

A. What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1), and 112(b)(8)(B).)

Virginia will be migrating to a new information system during PY 2007. GEO Solutions' Virtual One-Stop will be the State's system of record for Wagner-Peyser and Workforce Investment Act programs. The new system will be operational during the second quarter of Program Year 2007. . The State's electronic job matching system is provided by the Virginia Employment Commission. Web-based tools include electronic posting of job orders, Automated Labor EXchange System: ALEX offers job seekers several options for a self-directed job search in specific Virginia cities and counties, a national job search by state, Military Specialty, government jobs, and other national sites for jobs and employment information. Virginia's Electronic Labor Market Access (VELMA), which provides - Area Profiles, Commuting Patterns, Current Employment Statistics (CES), Education Data, Income Data, Industry and Occupational Projections, Industry Profile, Job Search, Local Area Unemployment Statistics (LAUS), Occupational Profile, Occupational Employment Statistics (OES), Population Data, Quarterly Census of Employment and Wages (QCEW or ES-202)

C. Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).

Please see the guideline document for use of statewide funds, as previously discussed in this plan, at: <http://www.workforce.virginia.gov/WIA/WIA-15percentGuides.pdf>

D. Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192 .)

See Section V. of the Plan.

D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 17-05, Common Measures Policy) In this section, describe how the State measures the success of its strategies in achieving its

goals, and how the State uses this data to continuously improve the system.

1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)

The Virginia Workforce Council has adopted 8 system wide performance measures applicable to the entire Virginia Workforce network. The measure have not been implemented or tracked against, but the Governor's Workforce Development Strategic Plan includes the following action items in this regard:

- . Institutionalize as state policy the eight workforce system measures adopted by the VWC for all state workforce training programs.

Accountability measures by 2007

1. short-term employment rate
2. long-term employment rate
3. earnings level
4. credential completion rate
5. repeat employer customers

Performance indicators by 2010

6. employer market penetration
7. taxpayer return on investment
8. participant return on investment

Develop and support an electronic data warehouse to extract, compare, analyze, and store outcome data by 2009 and seek state funds and workforce partner funds to support the data warehouse.

Local area through their 2007 planning are also required to indicate how they will prepare locally for the implementation of these state measures.

The State attempts to negotiate a situational based performance outcomes on each measure with each workforce area, allowing for local economic conditions and any special populations' factors to be considered as part of the negotiations. Local negotiator(s) are allowed to provide evidence supporting their case for lower outcomes than in a previous performance cycle. The evidence is evaluated by State negotiator(s) and a determination is made as to whether any evidence, data, etc., is sufficient to

warrant lowering of any outcome. As such, the negotiation process requires preparation on behalf of the state and local areas. Each local area is notified in advance and allowed to agree on a convenient date and time for the negotiation session(s). The performance negotiation process is flexible and affords the locals the choice of traveling to the State for a face-to-face session, or negotiation by conference call if desired by the local area. The state representative will be equally prepared for the negotiations, as the State must assure its performance measure negotiations result in averages across the combined local workforce areas that are sufficient to meet, or where possible, exceed the State's federally negotiated performance requirements.

The State has adopted the Common Measures – Data Analysis and Reporting Tool (CMDART) to produce the quarterly and annual U.S. Department of Labor mandated reports. This product allows for the production of LWIA-based quarterly (ETA9090) reports. Additionally, the WIA Division can provide local areas with WIA Management Reports for the fifteen measures (Customer Satisfaction measures are not included) that contain identifying information for the customers in the numerator for 15 measures. We provide preliminary quarterly reports that are produced to provide local areas with performance information to assess their performance prior to the submission of the required quarterly reports. The outputs of the DART product serve, as a basis for reviewing local workforce areas to identify technical assistance needs. Once fully implemented in PY 2007, it is expected the GEO Solutions' Virtual One-Stop system will improve Virginia's ability to provide timely, more user friendly reports.

2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)

Employers served by One-Stops located in Virginia Employment Commission local offices are included in the Employer Customer Satisfaction Surveys. In those cases where a VEC local office serves as a One-Stop, WIA customers are tracked through the Virginia Workforce Network Information System and would ultimately be included in the appropriate WIA performance measures.

Title 38 Chapters 41 and 42 (Veterans Employment and Training Programs) identifies the following as targeted applicant groups: Service connected disabled veterans (highest priority), veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. An additional category for emphasis is Transitioning Service Members. Other special populations include any veterans who are enrolled in or who have completed a program of vocational rehabilitation or training provided by the Department of Veterans' Affairs. Target applicant groups also include Recently Separated, Females, and Homeless Veterans.

Federal Regulations, implementing the Wagner-Peyser Act, at 20 CFR, Part 653, Subpart B- "Services to Migrant and Seasonal Farmworkers" require SWAs to identify and provide MSFWs with the full range of job seeker services. The provision of these services shall be on a basis which is qualitatively equivalent and quantitatively proportionate to the same services provided

to non-MSFWs. Special services to ensure that MSFWs receive the full range of employment related services are established by Subpart B.

The U.S. Department of Labor, Employment and Training Administration definition for MSFWs, found at 20 CFR 651.10, and as used by the SWA is as follows:

**“Migrant Farmworker”** shall mean a person who, during the preceding 12 months, worked at least 25 or more days in farmwork, earned at least half of his/her income from farmwork, and who had to travel to do the farmwork so that he/she was unable to return to his/her permanent place of residence within the same day. Full time students who are not traveling as members of a family group are excluded.

**“Migrant Food Processing Worker”** shall mean a person who, during the preceding 12 months, has worked at least 25 or more days in food processing (as classified in the North American Industry Classification System (NAICS) 311411, 311611, 311421 for food processing establishments), earned at least half of his/her earned income from processing work, and was not employed in food processing year-round by the same employer, provided that the food processing required travel such that the worker was unable to return to his/her residence (domicile) in the same day.

**“Seasonal Farmworker”** shall mean a person who, during the preceding 12 months, worked at least 25 or more days in farmwork, earned at least half of his/her earned income from seasonal farmwork, and was not employed in farmwork year-round by the same employer. Full-time students are excluded from this definition.

3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?

Accountability measures by 2007: short-term employment rate, long-term employment rate, earnings level, credential completion rate and repeat employer customers

Performance indicators by 2010: employer market penetration, taxpayer return on investment, participant return on investment.

The system to allow tracking and reporting against these for all partner programs in the one stops will be in place by 2010.

For MSFW, all jobseekers that are identified as MSFWs and are properly registered with the Virginia SWA are included in a compliance reporting system. That system, required by federal regulations at 20 CFR 653.112, compares the level and the quality of the jobseeker services provided to MSFWs to the same services provided to non-MSFWs. This system, referred to as the “MSFW INDICATORS OF COMPLIANCE”, produces monthly reports for each field office of the SWA, and a monthly statewide report. There are two specific categories of indicators:

### **Equity Indicators**

Referred to Jobs

Received Staff Assistance Services  
Referred to Supportive Services  
Received Career Guidance

### **Minimum Service Indicators**

MSFWs Placed  
Earned 50 cents above the Minimum Wage  
Worked in Non-Ag Jobs Over 150 Days

The information described above, combined with certain other non-automated data sent in by field offices, such as MSFW outreach reports, field checks, and One-Stop reviews, are reported to USDOL quarterly on-line to the ETA “Labor Exchange Agricultural Reporting System” (LEARS).

4. Describe the State’s common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)

The Virginia Workforce Network Information System (VWNIS) serves as the system of record for all WIA activity in Virginia. Data collected in VWNIS serves as the basis for the Workforce Investment Act Standardized Record Data (WIASRD) and along with unemployment insurance wage records form the basis for the performance measures and required reporting. During PY 2007, Virginia will replace the existing VWNIS with GEO Solution’s Virtual One-Stop. This system will serve the system of record for both Wagner Peyser and WIA-funded programs.

Virginia is using the Common Measures - Data Analysis and Reporting Tool (CM-DART) to prepare the required WIA reports. This product allows for the production of LWIA-based ETA 9090 reports. Additionally, the WIA Division can provide local areas with WIA Management Reports for the fifteen measures (Customer Satisfaction measures are not included) that contain identifying information for the customers in the numerator for 15 measures. WIA Division staff currently produces preliminary quarterly reports that provide local areas with their performance for the months leading up to the submission of the official report. The outputs of the CM-DART product serves as a basis for reviewing local workforce areas to identify technical assistance needs. Once fully implemented in PY 2007, it is expected the GEO Solutions’ Virtual One-Stop system will improve Virginia’s ability to manage information through the availability of more user-friendly reports at the State and local levels.

During Program Year 2004, Virginia began to participate in the Wage Record Interchange System (WRIS). The impact of the new agreement between USDOL and the States, and the lack of involvement of all states, is having an adverse impact on State and local workforce area performance. We are optimistic that this will change as more states sign on to the new WRIS agreement. As an interim step to gathering out-of-state wages, Virginia is participating in the Region 2 wage exchange project. Virginia is also participating in the FEDES wage exchange to increase the state and local performance.

5. Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the Statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)

The State-level memorandum of understanding was developed between the Secretaries of Commerce and Trade, Education and Health and Human Resources as a first step in developing key partner collaboration. Through the MOU, the partner agencies commit to the achievement of the performance goals and the continuous improvement model of the Virginia Workforce Council, as approved by the Governor;

6. How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the State and Local Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)

The Governor ensures that continuous improvement is embedded in statewide workforce investment activities. The Virginia Workforce Council (VWC) assists the Governor in the development and continuous improvement of a statewide workforce investment system and comprehensive performance management system. To guide this process, the VWC adopted a vision statement that confirms that in order to attract and retain successful businesses and industries in Virginia, a skilled workforce is critical. This, in turn, fosters a desirable quality of life for all Virginians and cooperation between the public and private sectors and thus, emphasizes that the needs of businesses, job seekers and workers in Virginia are interrelated and interdependent. Pursuant to Section 136 of the WIA, the U. S. Department of Labor has established performance standards to measure the results of programs under Title I of the WIA. The Local Workforce Investment Board (LWIB) and the chief local elected officials (CLEOs) must negotiate with the Governor and reach agreement on the local levels of performance for each of the 17 indicators.

If a LWIB fails to meet the levels of performance negotiated with the State for the core indicators of WIA program performance or customer satisfaction indicators for any program year, the State will make technical assistance available.

Technical assistance may include any of the following:

1. The development of a performance improvement plan;
2. The modification of a local plan; or
3. Other actions designed to assist the LWIB in improving performance.

If a LWIB falls below 80% of the negotiated levels of performance for the core indicators of WIA program performance or customer satisfaction indicators for two consecutive program years, the Governor will enforce corrective actions.

These actions may include the any of the following:

1. The imposition of a reorganization plan;

2. The application of a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities and Threats) strategies for determining target areas of improvement; or
3. Other actions designed to assist the LWIB in improving performance.

If overall performance is unacceptable for two consecutive years, additional sanctions may be imposed. Field Guidance Memorandum (FGM) #02-05, ***Local Sanctions for Unacceptable Performance***, outlines the procedures through which sanctions may be imposed at the local level and the process for appealing such sanctions.

7. What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.

WIA Division staff are reviewing the new common measures and related performance measure changes to identify what additional data elements will be needed to provide for the common measures.

8. Include a proposed level for each performance measure for each of the two program years covered by the Plan. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their statewide performance goals. (§§112(b)(3) and 136.)

### **Virginia Proposed Performance Levels for PY07**

<b>ADULT</b>	<b>PY 2007</b>
Entered Employment Rate	77.5
Employment Retention Rate	82
Average Earnings	\$11,642
Employment & Credential Rate	63.7
<b>DISLOCATED WORKER</b>	
Entered Employment Rate	82
Employment Retention Rate	87.8
Average Earnings *	\$13,923
Employment & Credential Rate	63.7
<b>OLDER YOUTH</b>	
Entered Employment Rate	71.4
Employment Retention Rate	84.1
Earnings Change	\$2,244
Employment & Credential Rate	52.5
<b>YOUNGER YOUTH</b>	
Skill Attainment Rate	85

Diploma or Equivalent Rate	64.2
Retention Rate	56.1
<b>CUSTOMER SATISFACTION</b>	
Participant Satisfaction Score	74
Employer Satisfaction	72.4

\* Dislocated Worker Wage Replacement Rate for PY 2005 and 2006 will use the same calculation methodology as the Adult and Older Youth Earnings Change.

## E. Administrative Provisions

- Provide a description of the appeals process referred to in §116(a)(5)(m).  
**(2005 text unchanged)**

Virginia WIA Policy 99-1 sets forth the appeals process, which allows for a unit of local government or combination of such units to appeal the denial of a request for automatic or temporary designation, or the denial of a recommendation from the Virginia Workforce Council for an area designation. Appeals must be in writing and filed within thirty (30) calendar days of the date that the denial was mailed by the Council. Appeals shall be heard by the Appeals Committee of the Council not more than thirty (30) days after the appeal was filed. The appellant shall have the right to present testimony and documentary evidence, to offer evidence in rebuttal, to present oral argument and to be represented by counsel. All testimony received by the committee shall be under oath or affirmation. Within fifteen (15) days of the hearing, the committee shall issue its recommended decision, which shall include its findings of fact, recommendations, and the basis therefore. That decision shall be mailed to the appealing party and that party's counsel of record.

The appealing party shall have the right to file exceptions to the committee's recommended decision within fifteen (15) days of the date the decision was mailed. The full Council then reviews the recommendation of the committee and can accept, reject, or modify the committee's recommended decision. The decision must set out in summary fashion the Council's findings and conclusions. The Council may adopt, in whole or in part, the findings of fact, recommendations, and rationale of the Appeals Committee. The decision of the Council shall be final upon issuance. Thereafter, the aggrieved party shall have thirty (30) calendar days to seek further review from the Secretary of the U. S. Department of Labor.

- Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188. **(2005 text unchanged)**

The Methods of Administration has been developed by the VEC and approved by the Civil Rights Center of the Department of Labor and describes the actions the Commonwealth of Virginia undertakes to ensure that the Workforce Investment Act of 1998 (WIA), Title I financially assisted programs, activities and recipients comply with all requirements imposed by 29 CFR Part 37, which implements the nondiscrimination and equal opportunity provisions of WIA. These provisions prohibit discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in any programs funded under WIA. The nondiscrimination and equal opportunity provisions contained in

Virginia's Methods of Administration (MOA), apply to all recipients of funds under WIA Title I.

The MOA contains the following elements that outline the steps taken to ensure compliance with Section 188 of the Workforce Investment Act:

**Element 1** ***Designation of State and local level Equal Opportunity Officers***

Addresses how the VEC and recipients must designate, and make public, an Equal Opportunity Officer (EO) to coordinate nondiscrimination and EO responsibilities.

**Element 2** ***Notice and Communication***

Addresses how the VEC and its recipients provide initial and continuing notice of their obligation to operate programs and activities in a non-discriminatory manner, and the rights of individuals to file complaints of discrimination.

**Element 3** ***Review assurances, job training plans, contracts, and policies and procedures.***

Addresses how the VEC and its recipients must set up a system for reviewing assurances, job training plans, contracts, and policies and procedures to carry out the WIA-funded programs or activities and including in those documents the nondiscrimination and equal opportunity assurance. The assurance commits the recipient to "comply fully with the nondiscrimination and equal opportunity provisions" of WIA and acknowledges the government's right to seek judicial enforcement of the assurance.

**Element 4** ***Universal Access***

Addresses how the VEC and its recipients are complying and will continue to comply with the requirement to ensure the provision of universal access for all eligible populations to the aids, benefits, services and/or training that the recipient offers under its WIA Title I-financially assisted programs and activities. Recipients are obligated to make reasonable efforts to include members of both sexes, the various racial and ethnic groups, the various age groups, as well as individuals with disabilities.

**Element 5** ***Compliance with section 504 of the Rehabilitation Act of 1973, as amended, and 29 CFR part 37.***

Addresses how the VEC and its recipients are complying and will continue to comply with the disability related requirements of the WIA Section 188, Section 504 of the Rehabilitation Act of 1973 and their implementing regulations.

**Element 6** ***Data and Information Collection and Maintenance***

Addresses how the state ensures that a data and information collection and maintenance system for its WIA Title I-financially assisted State programs is established and maintained. Such system is required to assist the Civil Rights Center (CRC) and the State and local level EO Officers in monitoring recipient equal opportunity performance, identifying instances of discrimination and identifying individuals or groups protected under WIA Section 188 and 29 CFR part 37 who have been discriminated against.

**Element 7    *Monitor recipients for compliance***

Addresses how the State sets up a system for periodically monitoring all aspects of the recipient's compliance with WIA Section 188 and 29 CFR part 37. The Governor has oversight responsibility for all WIA-funded programs, which include ensuring compliance with the nondiscrimination and equal opportunity provisions of WIA.

**Element 8    *Complaint Processing Procedures***

Addresses how the State and each recipient adopts and publishes equal opportunity complaint processing procedures providing for the prompt and equitable resolution of complaints alleging violations of WIA nondiscrimination and equal opportunity provisions.

**Element 9    *Corrective Actions/Sanctions***

**Addresses how the state establishes procedures for obtaining prompt corrective action or, as necessary, applying sanctions when noncompliance is found.**

**XI. Assurances**

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)
2. The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that -
  - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3);
  - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
  - c. the State has taken appropriate action to secure compliance with section 184 (a)(3) pursuant to section 184(a)(5). (§184(a)(6).)
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3).

7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)
8. The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.)
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
  - General Administrative Requirements:
    - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
    - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
    - OMB Circular A-87 --Cost Principles (as amended by the Act)
  - Assurances and Certifications:
    - SF 424 B --Assurances for Non-construction Programs
    - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation)
    - 29 CFR § 37.20
    - CFR part 93 --Certification Regarding Lobbying (and regulation)
    - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
  - Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: -- Section 188 of the Workforce

Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity; -- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; -- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; -- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and -- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws and regulations.

**COMMONWEALTH OF VIRGINIA  
2007-2009 WORKFORCE INVESTMENT ACT (WIA) AND WAGNER-PEYSER  
STATE PLAN SIGNATURE PAGE AND  
PROGRAM ADMINISTRATION DESIGNEES**

**Name of WIA Title I Grant Recipient and Fiscal Agent  
Wagner-Peyser Act Grant Recipient/State Employment Security Agency**

Virginia Employment Commission  
703 East Main Street  
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Phone: (804) 786-3001  
Fax: (804) 225-3923

**Name of WIA Title I Signatory Official**

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**COMMONWEALTH of VIRGINIA**  
*Office of the Governor*

Timothy M. Kaine  
Governor

As Governor, I certify that for the Commonwealth of Virginia, the agencies and officials designated in the attached document have been duly designated to represent the Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided by the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

A handwritten signature in black ink, appearing to read "Tim Kaine".

Timothy M. Kaine

April 2007 at Richmond, Virginia

Attachment 1

**Governor Kaine's  
Workforce Development Strategic Plan**

**December 12, 2006**

# **Governor Kaine's Workforce Development Strategic Plan**

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## **Executive Summary**

In the 21st century, economic strength will depend on the ability of each state to compete successfully in the global economy. This holds true for regions within a state. Rapid technological advances have changed the way products are created and services are delivered. A new knowledge-based economy has emerged driven by ideas, services and innovation. To compete most effectively, workforce and economic development strategies must build a skilled workforce through lifelong learning and worker training. Public policy must respond to market demand and place emphasis on workers and skill enhancing efforts, so as to put people back to work and to empower today and tomorrow's workers, both through the Commonwealth's education system and in the workplace. All states are struggling with these issues to fashion workforce policy to address the shifts in the economy and prevailing assumptions and research results about effectiveness.

In 2006, the General Assembly passed Senate Bill 494/House Bill 1307, requiring the Governor to develop a statewide strategic plan to address the need for reforms in workforce policy, including the implementation of workforce development and training initiatives. This Strategic Plan provides an overview of the process and efforts to develop a workforce system in Virginia, and it provides information on other state approaches and promising practices, including a snapshot of supply and demand in Virginia as it enumerates the strategic goals and strategies for workforce reform.

Virginia currently enjoys a strong economy and productive workforce as evidenced by:

- Recent recognition by several prominent publications and trade organizations for its favorable business climate.<sup>6</sup>
- A growing labor market fed by people relocating to the state and thousands of highly skilled military personnel enter the workforce each year.<sup>7</sup>
- State unemployment rates that consistently rank below the national average.<sup>8</sup>
- More than 90 in-state institutions provide higher education opportunities.<sup>9</sup>

While doing well overall, the Commonwealth faces significant challenges to continue the current level of economic vitality. Many rural areas and urban cities demonstrate low educational attainment among adults in the prime working age. These areas consistently demonstrate high unemployment and poverty rates compared to areas with higher average educational attainment.<sup>10</sup>

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<sup>6</sup> "Virginia Best State for Business," Virginia Advantages: Economy, Virginia Economic Development Partnership (28 Aug 2006) <[http://www.yesvirginia.org/Virginia\\_Advantage/Economy.aspx](http://www.yesvirginia.org/Virginia_Advantage/Economy.aspx)>.

<sup>7</sup> "Virginia Best State for Business," Virginia Advantages: Labor Force, Virginia Economic Development Partnership (28 Aug 2006) <[http://www.yesvirginia.org/Virginia\\_Advantage/LaborForce.aspx](http://www.yesvirginia.org/Virginia_Advantage/LaborForce.aspx)>.

<sup>8</sup> Lynette Hammond, "Workforce Statistics Economic and Workforce Development," Economic and Workforce Development Meetings, (Northern Virginia Community College: Annandale Campus, VA. July 18, 2006).

<sup>9</sup> "Virginia Best State for Business," Virginia Advantages: Labor Force.

<sup>10</sup> Hammond.

There are also gaps in the service delivery options for skill training for adults and no guiding state vision or model for a workforce development system that crosses major state functions. A 2002 Joint Legislative Audit and Review Commission (JLARC) report concluded that Virginia lacked a coherent, coordinated system of workforce training. No formal coordination was in place among programs, many of which duplicated services. The study also found that there was no clear authority at the state level to develop the single point-of-entry One-Stop service delivery system to meet job seeker and employer needs. JLARC recommended major workforce reforms at the state level.<sup>11</sup>

Governor Kaine recently unveiled his strategies for sustained economic growth in Virginia's Economic Development Strategic Plan, which identifies several goals and strategies for maintaining the Commonwealth's competitive edge. Two specific goals are pertinent for workforce development:

1. Provide a world-class workforce system that is responsive to employer and worker needs that creates a well-trained, well-educated and globally competitive skilled workforce.
2. Emphasize regional cooperation in economic, workforce and tourism development.

The following workforce strategic goals support the Governor's efforts at maintaining Virginia's competitive edge:

1. Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.
2. Demonstrate results and value in the workforce system that meet business needs through performance measurement and assessment.
3. Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.

This plan represents efforts to transform Virginia's fragmented array of workforce programs into a workforce development system model that will make a significant difference in the lives of those living and working in Virginia.

## **Overview of the Planning Process**

In June 2006, the Governor issued Executive Order (EO) Twenty-five which mandated that the Senior Advisor for Workforce oversee the development of the strategic plan. The planning process included input from the Virginia Workforce Council (VWC), the creation of a Steering Committee to assist the Senior Advisor, and six public meetings held across the State in conjunction with the Secretary of Commerce and Trade, to ensure the broadest citizen input. Following the public meetings, the Senior Workforce Advisor met with the Virginia Community College System (VCCS) Board Chair, Chancellor, Vice Chancellor for Workforce Development and the Deputy Secretary of Education to share information from the public meetings on the role of the Community College in workforce development.

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<sup>11</sup> Joint Legislative Audit and Review Commission. Review of Workforce Training in Virginia (Richmond, VA: 2002) preface.

Research was conducted on issues related to workforce development at both the national and state level. This information, combined with common themes from the public meetings, was included in an assessment of the Commonwealth's strengths, weaknesses, opportunities, and threats (SWOT Analysis) with regards to workforce development. The SWOT Analysis was provided to the Workforce Steering Committee for their consideration. The Committee met on September 26 and October 24, 2006 to develop and refine the strategic plan goals, objectives and strategies. Following these meetings, senior level officials in the Executive Branch, including the Secretary of Education, the Secretary of Commerce and Trade, the VCCS and the Department of Education, were included in this stage of the review of the draft Strategic Plan. At its October 31, 2006 meeting, the VWC reviewed and commented on the plan. The plan was further revised to reflect the direction provided by the VWC.

## A Snapshot of Virginia

The Virginia Economic Development Partnership (VEDP) reports that Virginia's economy is strong and diversified.<sup>12</sup> In August 2006, Forbes.com ranked Virginia No. 1 in its study of "Top States for Business." The Commonwealth scored well across six main categories: business costs, economic climate, growth prospects, labor, quality of life, and regulatory environment. The Commonwealth is headquarters to 30 Fortune 1000 firms, 10,900 high-tech companies, nearly 60 firms with annual revenue over \$600 million, and more than 770 foreign-affiliated firms.<sup>13</sup>

The Commonwealth's robust economy is supported by a labor market growing faster than the national average, with Virginia's prime working population, ages 16-64, ranking 7th in the nation.<sup>14</sup> More than 150,000 jobs have been added to Virginia's economy over the past five years with the Washington and Winchester areas exhibiting the strongest growth. This has contributed to Virginia's high per capita income (includes salaries and wages, self-employment income, interest income, and Social Security payments) which has consistently exceeded the national average. For the most recent available year, 2004, Virginia surpassed the national per capita income by \$3,110.<sup>15</sup> In addition, Virginia's unemployment rate has repeatedly been below the national rate.<sup>16</sup>

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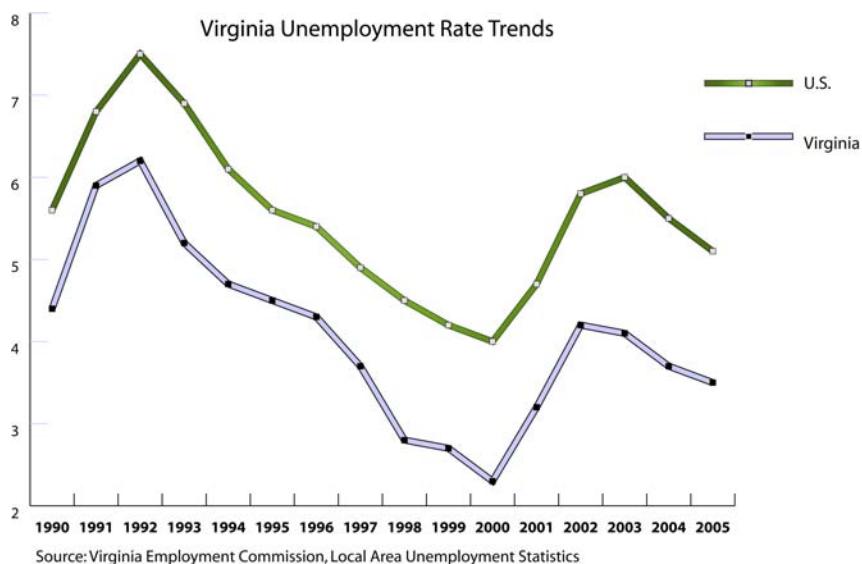
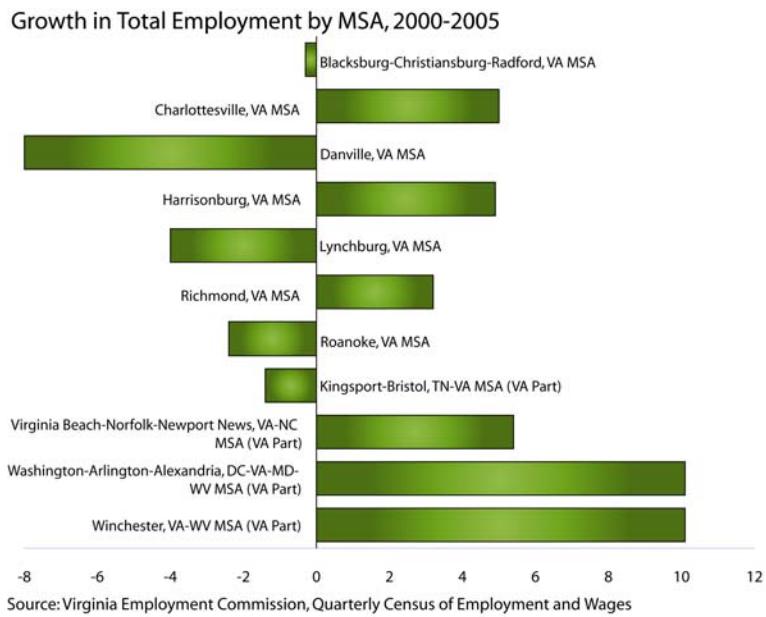
<sup>12</sup> Hammond.

<sup>13</sup> "Virginia Best State for Business," [Virginia Advantages: Economy](#).

<sup>14</sup> "Virginia Best State for Business," [Virginia Advantages: Labor Force](#).

<sup>15</sup> Commonwealth of Virginia. Office of the Governor. [Governor Kaine's Economic Development Strategic Plan](#). Richmond: 2006.

<sup>16</sup> Hammond.

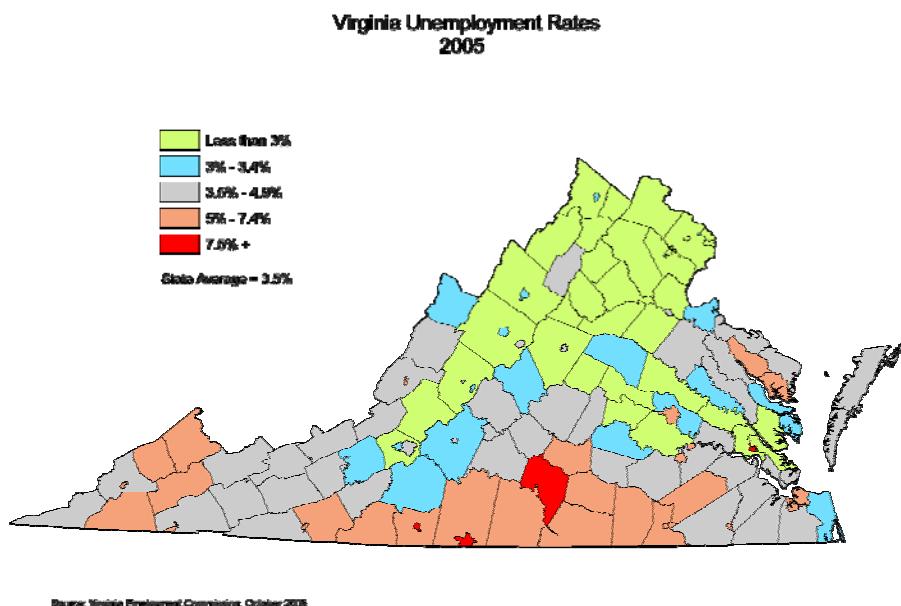


Additionally, Virginia's expanding labor force reflects an increase in foreign-born residents. Census data indicate Virginia's foreign-born population age 16 or older increased 89 percent between 1990 and 2000 and by 25 percent between 2000 and 2004. Approximately 11.5 percent of Virginia's 2004 population age 16 or older was foreign-born and nearly 13 percent of Virginia's labor force was comprised of foreign-born workers.<sup>17</sup>

<sup>17</sup> Kochhar, Rakesh. Pew Hispanic Center. Growth in the Foreign-Born Workforce and Employment of the Native Born. Washington, DC: 2006.

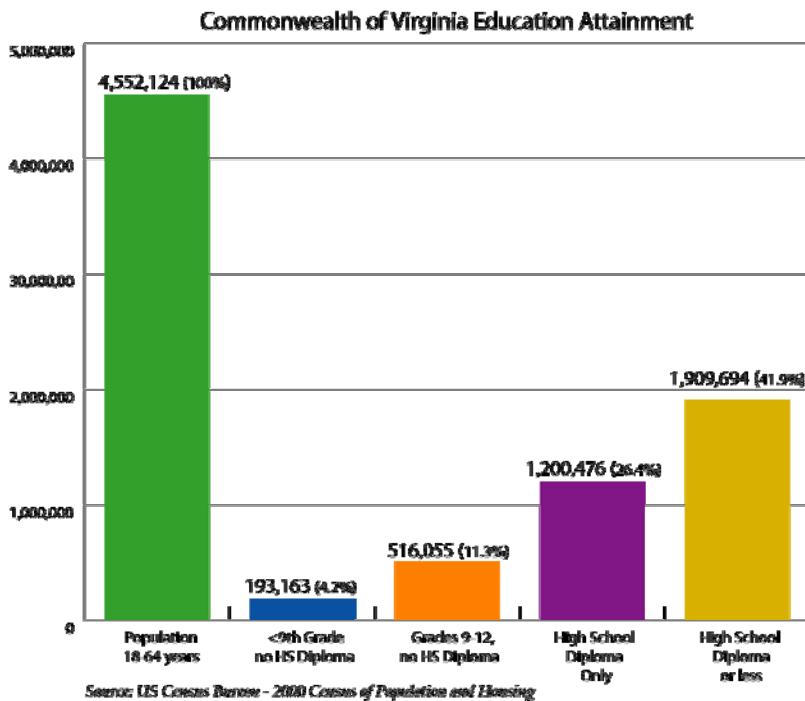
## Education Attainment in Virginia

Although Virginia is doing well overall, weaknesses in Virginia's labor market and economy are most evident in rural counties, particularly in Southside and Southwest Virginia. Jobs in the 21<sup>st</sup> century economy demand skill training beyond high school. Rural areas and urban cities show a disproportionate share of low education attainment among adults who are in the prime working ages. These areas consistently demonstrate higher unemployment rates (above 5 percent) than the rest of the state, which averages 3.5 percent.<sup>18</sup>

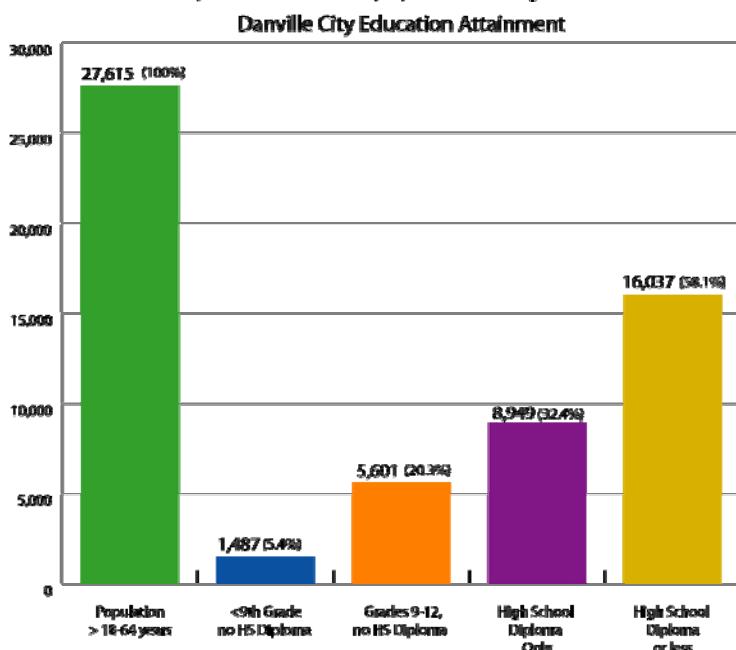
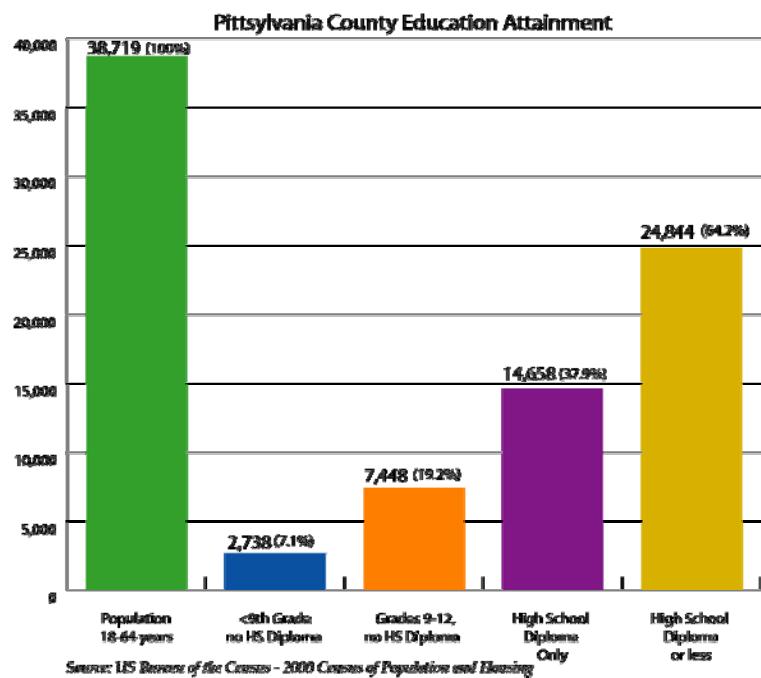


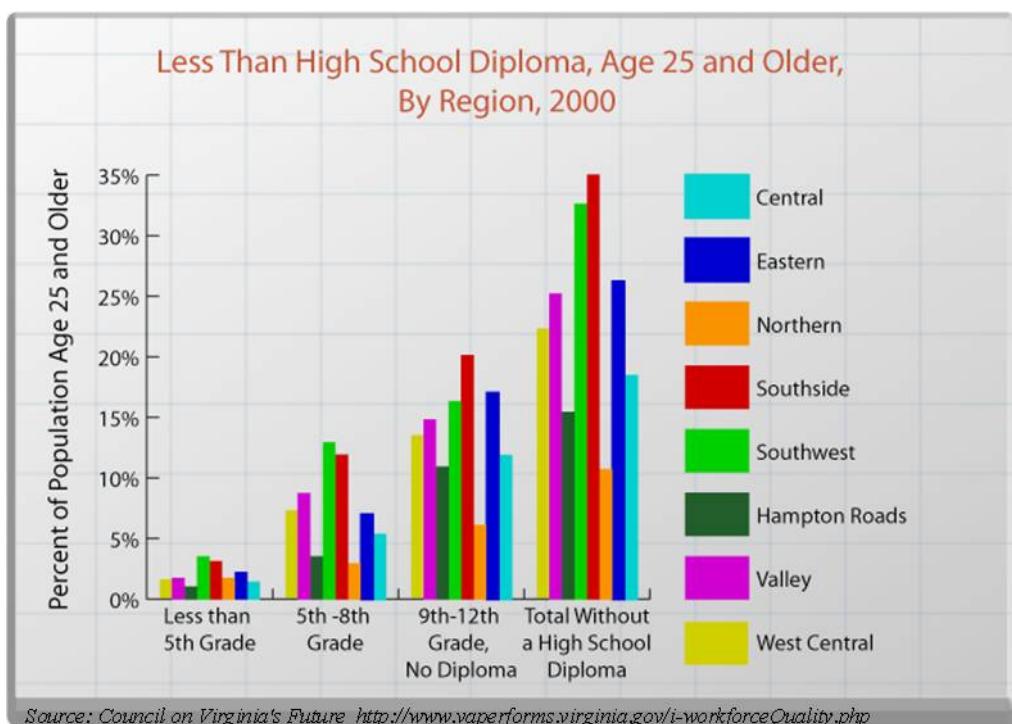
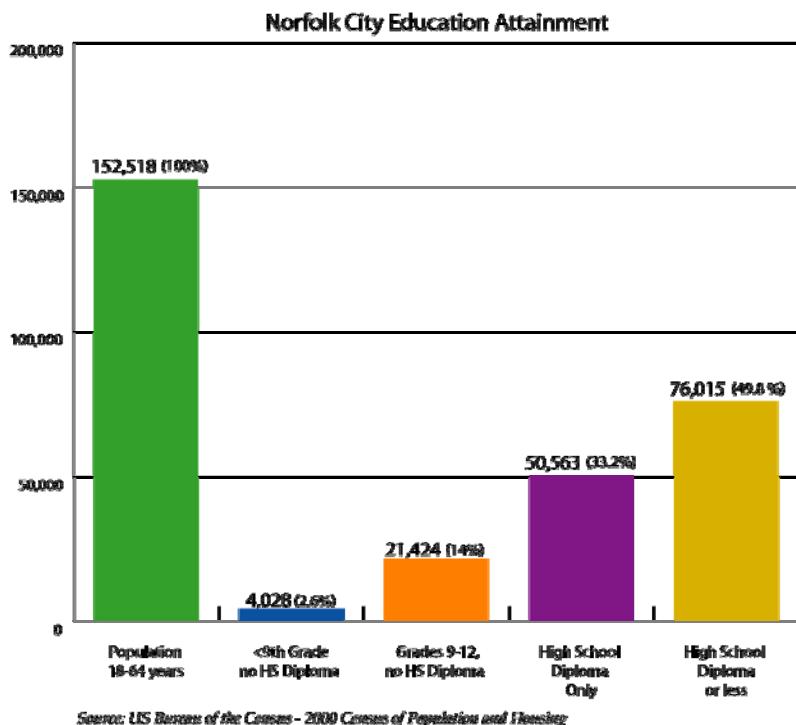
Often, discussions of educational attainment in Virginia compare data on high school diplomas with that of postsecondary education. While the attainment of a high school diploma is still a critical education milestone, it is often insufficient for maintaining success in the 21<sup>st</sup> century labor market. Skill training beyond high school is critical for success. In Virginia (see chart "Commonwealth of Virginia Education Attainment"), approximately 26 percent of the population 18-64 has a high school diploma only; however most have not received any additional training or education since either graduating from high school or obtaining a GED. Eleven percent of Virginia's population 18-64 did not obtain a high school diploma. More than 41 percent of Virginia's population in this age range either did not obtain a high school diploma or terminated their education upon earning their high school diploma.

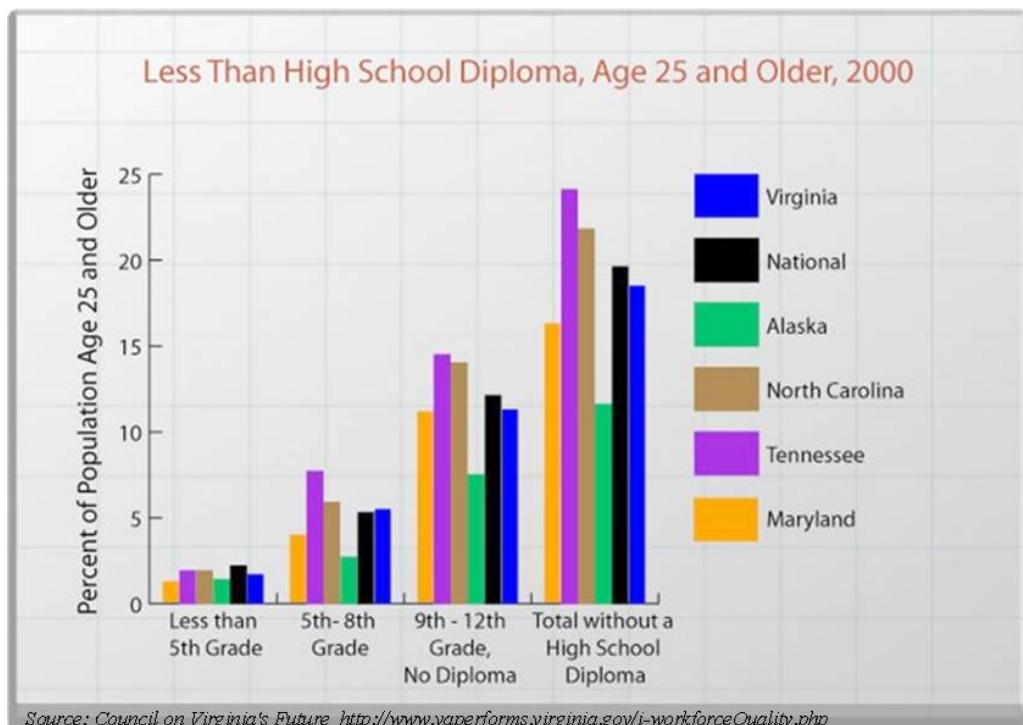
<sup>18</sup> Hammond.



The percentage of residents in Southside, Southwest and urban areas age 18-64 that did not complete high school or pursue postsecondary training and education is significantly higher than the state average. The cities of Danville and Norfolk and Pittsylvania County provide illustrative examples (see charts “Pittsylvania County Education Attainment, Danville City Education Attainment and Norfolk City Education Attainment”). More than 60 percent of Pittsylvania County and 58 percent of Danville’s population in this age range did not complete high school or only held a high school diploma. In Norfolk, the percentage was 50 percent. Lower educational attainment and lack of employment opportunities have contributed to high poverty rates in these areas which are nearly double the state rate. The Council on Virginia’s Future’s regional and states comparison maps also indicate the serious magnitude of the problem.







In Virginia the population growth between 1990 and 2000 for the native-born workforce with less than a high school education was -15.3 percent while the growth of the foreign born workforce without a high school education was 89 percent. In 2004, 23 percent of foreign-born residents age 16 and older did not have a high school education (147,841) and 20 percent (131,356) did have a high school education.<sup>19</sup>

Virginia also faces preparation, funding and affordability challenges for adults who need postsecondary skill training. The percentage of working-age adults enrolled in college-level education or training has declined over the past decade in Virginia, exceeding the nationwide decline. The state's investment in need-based financial aid is very low, even though Virginia has increased this investment since 1992.<sup>20</sup>

### The Lack of a Workforce Development System in Virginia

The federal Workforce Investment Act (WIA), passed in 1998, devolved workforce policy and decision making to the state and local levels. The WIA has been the most significant reform of workforce development policies in the last four decades. The legislation institutionalized One-

<sup>19</sup> Kochhar.

<sup>20</sup> Measuring Up: 2006 The State Report Card on Higher Education – Virginia. The National Center for Public Policy and Higher Education.

Stop Service Delivery Centers as the cornerstone of workforce service delivery. It is important to note that the changes imposed by the WIA were a dramatic departure from previous programs and full realization of the legislation's objectives will require years. States must work to "build incrementally from best-practice examples."<sup>21</sup> A 2001 National Governors Association (NGA) study identified three guiding principles for successful state workforce development systems:

- 1) Active involvement and strong leadership of the governor is critical in successfully transforming the workforce development system.
- 2) Successful states have restructured agencies to improve coordination among workforce programs.
- 3) "Workforce development is no longer viewed primarily as an extension of social welfare policy, but as an essential part of a state's economic growth strategy."<sup>22</sup>

In the context of the WIA model, in 2002, JLARC reported that Virginia lacked a coherent, coordinated system of workforce training. At that time, twenty-two workforce training programs existed and were administered by ten state agencies under three secretariats. No formal coordination was in place among the programs, many of which duplicated services. The study also found that while Virginia had implemented the basic framework of the One-Stop system as required by the WIA, the Virginia Employment Commission (state administrative agency for WIA) did not have the authority to develop a truly coordinated model. JLARC "recommended that Virginia consider adopting a different model for governing workforce training programs. The new model should consolidate workforce training programs under one agency, which should be responsible for the administration of the WIA."<sup>23</sup>

Currently, there are twenty-nine state workforce training programs administered by twelve state agencies under four different Secretariats. As of June 30, 2005, funding for these programs totaled over \$400 million at 55/45 percent federal state ratio. These programs serve a myriad of customers consisting of employers, incumbent and dislocated workers, unemployed, at-risk and economically disadvantaged and those incarcerated in the juvenile and criminal justice systems. There are also no common or consistent labor market outcome measures to determine program performance or value in a systemic way.

The SWOT analysis revealed other challenges that precipitate the need for reform. Those challenges are: in some instances, workforce training programs do not reflect demands in the market; workers, job seekers and employers have to navigate a myriad of entry/exit points to reach appropriate services that they may need; low-wage workers need special supports and interventions to move up in the labor market (this is not addressed in a systematic way); and effective governance and accountability in workforce policy is absent.

Similarly, at the local and regional service delivery level, weaknesses were also identified. The most prominent issues are: financial resources are not consistently available; the concept of

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<sup>21</sup> Social Policy Research Associates, The Workforce Investment Act: The First Five Years: Results from the National Evaluation of the Implementation of WIA (Oakland, CA: 2004) I-20.

<sup>22</sup> Evelyn Ganzglass, et al., Transforming State Workforce Development Systems: Case Studies of Five Leading States (Washington, DC: National Governors Association, 2001) 5.

<sup>23</sup> Joint Legislative Audit and Review Commission.

“comprehensive One Stop Service Delivery Centers” has not been fully realized in Virginia; not enough employers understand the services offered through the local delivery system; collaborative relationships with the private sector must be strengthened; comprehensive state policies, procedures and processes are needed to guide workforce development activities; training and education programs must be designed to meet current and future employer demands; the link between workforce and secondary and postsecondary career and technical education must be strengthened; and the needs of employers and the needs of the hard-to-serve must be reconciled.

There is an obvious need for workforce reform in Virginia in order for the Commonwealth to remain economically competitive, to increase the quality of life for all Virginians and to more efficiently and effectively use the resources available.

With the passage of SB 494/HB 1307 in the 2006 Session of the General Assembly and Governor Kaine’s issuance of EO Twenty-five (2006), the Administration will direct an action agenda for workforce reform through the implementation of the Governor’s Workforce Development Strategic Plan. Following is the action plan agenda and a statement of priorities as we move forward.

## **Vision**

**Virginia has a world-class workforce development system that meets the needs of workers and employers throughout the state. Virginia's highly skilled workforce fosters a dynamic, globally competitive business environment. The Commonwealth's educated, well-trained workforce earns wages that exceed national averages.**

Three critical strategic workforce development goals are identified for Virginia and are listed in order of priority. Strategies are listed for each goal on pages 16-20. Strategies are also listed by order of priority under each goal. Parties responsible for carrying out specific actions as well as target dates are identified.

## **Goals**

- 4. Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.**
- 5. Demonstrate results and value in the workforce system that meets business needs through performance measurement and assessment.**
- 6. Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.**

## **Goals, Strategies and Action Items**

### **Acronym Key:**

#### **Cabinet Members:**

Secretary of Administration (SA)  
Secretary of Commerce and Trade (SC&T)  
Secretary of Education (SOE)  
Secretary of Health & Human Resources (SHHR)  
Secretary of Public Safety (SPS)  
Secretary of Technology (ST)  
Senior Advisor for Workforce (SAW)

#### **Councils and Boards:**

Compensation Board (CB)  
Virginia Workforce Council (VWC)

#### **State Agencies:**

Department of Corrections (DOC)  
Department of Correctional Education (DCE)  
Department of Education: (DOE)  
Department of General Services (DGS)  
Department of Juvenile Justice (DJJ)  
Department of Labor and Industry (DOLI)  
Department of Mental Health, Mental Retardation and  
Substance Abuse Services (DMHMRSAS)  
Department of Professional and Occupational  
Regulation (DPOR)  
Department of Rehabilitative Services (DRS)  
Department of Social Services (DSS)  
State Council for Higher Education in Virginia  
(SCHEV)  
Virginia Community College System (VCCS)  
Virginia Economic Development Partnership (VEDP)  
Virginia Employment Commission (VEC)

***Goal 1***

**Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.**

<b>Strategy</b>	<b>Action Item</b>	<b>Responsible Parties</b>
<b>Recommend consolidation legislation to the 2008 GA</b>	<ol style="list-style-type: none"> <li>1. Examine national promising and best practices by Spring 2007.</li> <li>2. Evaluate major workforce programs by Summer 2007.</li> <li>3. Investigate funding &amp; allocations formulas by Summer 2007.</li> <li>4. Clarify role of the Virginia Workforce Council.</li> <li>5. Create a funding &amp; resource sharing formula for the local workforce system infrastructure by summer 2007.</li> <li>6. Senior Advisor &amp; Secretary working group to examine possible structure of workforce reform and recommend proposed strategy to Governor by summer 2007.</li> </ol>	SAW; SC&T; SOE; SHHR SAW  SAW;SOE;SC&T;SHHR  VWC, SAW  SAW; SC&T; SOE; SHHR; SPS  SAW; SC&T; SOE; SHHR
<b>Increase the efficiency &amp; effectiveness of regional and local workforce development efforts.</b>	<ol style="list-style-type: none"> <li>1. Consolidate regional WIBs, using some of the following criteria: MSAs, labor markets and commuting patterns, economic cluster data, educational attainment data, job projection data, existing higher education structure and other strategic economic demands to increase the ability to meet worker and employer needs by 2008.</li> <li>2. Promote, educate and issue policy guidance on the strategic role of the WIBs by 2007.</li> </ol>	VWC; SAW; SC&T  VWC; SAW
<b>Support a seamless workforce development system</b>	<ol style="list-style-type: none"> <li>4. Establish a comprehensive One Stop Service Delivery Center in each workforce area by 2008.</li> <li>5. Establish a virtual on-line One-Stop by 2008.</li> </ol>	VWC; SAW; SC&T; SOE; SHHR  ST; SAW; SOE; DOE; VCCS; VWC; VEC;

<b>Strategy</b>	<b>Action Item</b>	<b>Responsible Parties</b>
	6. Establish uniform procedures, policies and forms for all “core” services for all workforce training programs by 2008.	SCHEV  SAW; VWC; SC&T; SOE; SHHR

*Goal 2*

**Demonstrate results and value in the workforce system that meets business needs through performance measurement and assessment.**

<b>Strategy</b>	<b>Action Item</b>	<b>Responsible Parties</b>
<b>Provide annual demand analysis</b>	<p>3. Establish certified and competency-based assessments and credentials that meet employer demands and create a world-class pipeline of competitive employees that have the capability of filling the attrition that will occur by 2009 in demand occupations.</p> <p>4. Identify the major demand occupations by state and region annually.</p> <p>3. Establish workforce priorities and incentives to address employer occupational demands in rural areas by 2008.</p> <p>4. Provide incentives throughout the workforce system, such as incentives for workers to enter high-demand occupations, to increase the ability to meet future workforce demands by 2009.</p> <p>5. Provide aptitude screening tests, developed in partnership with the private sector, to assist high-tech employers to locate candidates who, with a modest investment in training, have the potential to become highly productive employees. These employees will help to fill vital needs in the Commonwealth for high-wage, high-tech jobs.</p>	VCCS; SCHEV; VWC; SAW; DOE; VEC; VEDP; Business and Labor Groups  VEC; VEDP; VWC  VWC; SC&T; SAW; Center for Rural Virginia  VWC; SAW; SC&T; SHHR; SOE  ST
<b>Educate employers &amp; promote awareness of the</b>	3. Develop a technical assistance and training approach for small and	SAW; SC&T; VWC; SHHR

<b>Strategy</b>	<b>Action Item</b>	<b>Responsible Parties</b>
<b>benefits of investing in VA's workforce development system</b>	<p>existing business by 2008.</p> <p>4. Provide multi-funded incentives to encourage and support local and regional collaboration between workforce and economic development.</p>	SAW; SC&T; VWC
<b>Create workforce system standards and measure performance</b>	<p>1. Institutionalize as state policy the eight workforce system measures adopted by the VWC for all state workforce training programs.</p> <p><u>Accountability measures by 2007</u></p> <ul style="list-style-type: none"> <li>i. short-term employment rate</li> <li>j. long-term employment rate</li> <li>k. earnings level</li> <li>l. credential completion rate</li> <li>m. repeat employer customers</li> </ul> <p><u>Performance indicators by 2010</u></p> <ul style="list-style-type: none"> <li>n. employer market penetration</li> <li>o. taxpayer return on investment</li> <li>p. participant return on investment</li> </ul> <p>2. Develop and support an electronic data warehouse to extract, compare, analyze, and store outcome data by 2009 and seek state funds and workforce partner funds to support the data warehouse.</p>	SAW; SC&T; SOE; SHHR; SPS; VWC  ST, SC&T; SAW; VEC; VWC; ST; SCHEV; SOE; SHHR

*Goal 3*

**Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.**

<b>Strategy</b>	<b>Action Item</b>	<b>Responsible Parties</b>
<b>Increase priority and visibility of skills development, career &amp; technical education and postsecondary education opportunities for adults</b>	<ol style="list-style-type: none"><li>4. Provide alternative approaches to organizing postsecondary skill development, remediation and workforce training programs for adults throughout the state to increase availability and access to these programs by 2008.</li><li>5. Create skill development opportunities by 2008 for at-risk population sectors that face barriers to employment.</li><li>6. Develop a statewide career pathways and workforce communication plan by 2007.</li><li>4. Increase the use of the Career Readiness Certificate (CRC) and necessary resources to upgrade adult skill deficiencies by 10% annually beginning in 2007.</li></ol>	<p>SOE; VCCS; SCHEV (VA Council on Continuing &amp; Professional Studies)</p> <p>SHHR; SPS; DSS; DRS; DOC; DJJ; VWC; VCCS; SAW</p> <p>SOE; VCCS; DOE; DOLI; Career Education Foundation; VWC; SAW</p> <p>VWC; VCCS; SAW; DSS; DOCE; DJJ; CBOs; Regional Jails</p>
<b>Insure attainment of labor market skills</b>	<ol style="list-style-type: none"><li>5. Increase the proportion of 18-24 year-olds enrolled in postsecondary education to 39 percent by 2010.</li><li>6. Develop an electronic data base to determine progression from P-16 education system (public &amp; private) to employment by 2009.</li><li>7. Require every public school student by 2010 to have an individualized high school plan to ensure course selection decisions are aligned with students' transition and career goals after high school.</li><li>8. Increase by 6 percent annually, by 2008, those entering registered apprenticeship programs to meet anticipated skill shortages, as indicated in the VWC's Workforce Development Blueprint for 2012.</li></ol>	<p>SOE; DOE; VCCS; SCHEV</p> <p>SOE; VCCS; SAW; VWC</p> <p>SOE; DOE; VCCS</p> <p>SOE; DOE; VCCS; VWC; SC&amp;T; DOLI</p>

## **Appendix A: Governor's Workforce Development Strategic Plan Steering Committee**

### **Governor's Cabinet**

The Honorable Patrick Gottschalk  
Secretary of Commerce & Trade

The Honorable John Marshall  
Secretary of Public Safety

The Honorable Daniel G. LeBlanc  
Senior Advisor to the Governor for Workforce

The Honorable Dr. Thomas Morris  
Secretary of Education

The Honorable Marilyn Tavenner  
Secretary of Health & Human Resources

### **Legislative Branch – Senate of Virginia**

The Honorable Charles J. Colgan

The Honorable Yvonne B. Miller

The Honorable Charles R. Hawkins

The Honorable Frank M. Ruff, Jr.

### **Legislative Branch – House of Delegates**

The Honorable Kathy J. Byron

The Honorable Harvey B. Morgan

The Honorable Vincent F. Callahan

The Honorable Robert Tata

The Honorable Clarke N. Hogan

### **Business, Education and Government Representatives**

Mr. Huey Battle  
Area Manager for Virginia Public Affairs  
Washington Gas

Ms. Mauricee Holmes  
Principal  
Richmond Technical Center

Honorable Kate Berger  
Chair  
Pittsylvania County Board of Supervisors

Mr. Hugh D. Keogh  
President  
Virginia Chamber of Commerce

Mr. Peter Blake  
Vice Chancellor  
Virginia Community College System

Ms. Jane Kusiak  
Executive Director  
Council on Virginia's Future

Mr. Ellwood B. Boone, III  
Chief Executive Officer  
HCA John Randolph Medical Center

Mr. James Leaman  
President  
Virginia State AFL-CIO

Mr. Danny Brown  
President  
Virginia Board for Social Services

Dr. Billy K. Cannaday  
Superintendent of Public Instruction  
Virginia Department of Education

Ms. Marjorie M. Connelly  
COO, President of Business Services Group  
Wachovia Securities

Ms. Debra Crowder  
Director  
South Central Workforce Investment Board

Mr. Mark B. Dreyfus  
President  
ECPI College of Technology

Dr. Glenn DuBois  
Chancellor  
Virginia Community College System

Ms. Dolores Esser  
Commissioner  
Virginia Employment Commission

The Honorable Paul D. Fraim  
Mayor  
City of Norfolk

Mr. Steven Gould  
Senior Special Assistant for Policy  
Office of the Governor

Dr. Robert Leber  
Director, Education & Workforce  
Development  
Northrop-Grumman

Dr. Richard W. Lindsay  
Chair  
Virginia Board for the Aging

Mr. Hiawatha Nicely, Jr.  
Chair & CEO  
Community National Bank

Mr. Samuel Simon  
President  
State Rehabilitation Council

Mr. Oliver R. Hunt Singleton, Jr.  
President/CEO  
Richmond Metropolitan Business League

Dr. Steven R. Staples  
Vice Chair  
Virginia Apprenticeship Council

Mr. Alan Toxopeus  
Chair  
State Board for Community Colleges

Mr. Wayne Turnage  
Deputy Chief of Staff  
Office of the Governor

Mr. Brett Vassey  
President/CEO  
Virginia Manufacturers Association

Attachment 2

**Short-term Industry Employment & Projections data in Virginia Statewide from Base Year 2005 to Projected Year 2007**

<u>Industry Title</u>	<u>2007 Projected Employment</u>	<u>Total 2005-2007 Employment Change</u>	<u>Annual Percent Change</u>
Professional, Scientific, and Technical Services	353,075	16,879	2.5
Educational Services	348,788	12,315	1.8
Specialty Trade Contractors	165,033	9,703	3.1
Administrative and Support Services	207,381	8,562	2.2
Ambulatory Health Care Services	127,886	8,072	3.4
Food Services and Drinking Places	246,767	7,520	1.6
Social Assistance	47,937	4,059	4.6
Nursing and Residential Care Facilities	65,053	4,057	3.3
Management of Companies and Enterprises	76,683	2,811	1.9
Credit Intermediation and Related Activities	76,280	2,797	1.9
General Merchandise Stores	91,033	2,642	1.5
Construction of Buildings	60,527	2,578	2.2
Merchant Wholesalers, Durable Goods	67,853	2,577	2.0
Hospitals	115,767	2,434	1.1
Real Estate	43,210	1,868	2.3
Warehousing and Storage	21,953	1,867	4.6
Amusement, Gambling, and Recreation Industries	30,190	1,786	3.1
Building Material and Garden Equipment and Supplies Dealers	35,227	1,460	2.2
Wholesale Electronic Markets and Agents and Brokers	19,647	1,386	3.8
Truck Transportation	33,700	1,317	2.0
Personal and Laundry Services	40,107	1,265	1.6
Religious, Grantmaking, Civic, Professional, and Similar Organizations	41,697	1,184	1.5
Clothing and Clothing Accessories Stores	42,507	1,176	1.4
Accommodation	47,473	1,104	1.2
Repair and Maintenance	34,720	1,065	1.6
Securities, Commodity Contracts, and Other Financial Investments	13,278	1,055	4.3
Insurance Carriers and Related Activities	41,283	786	1.0
Heavy and Civil Engineering Construction	35,367	748	1.1
Motor Vehicle and Parts Dealers	56,500	659	0.6
Support Activities for Transportation	17,390	625	1.9
Electronics and Appliance Stores	16,667	526	1.6
Food and Beverage Stores	63,717	501	0.4
Couriers and Messengers	12,890	481	1.9
Miscellaneous Store Retailers	24,707	432	0.9

Wood Product Manufacturing	20,937	414	1.0
Health and Personal Care Stores	22,953	403	0.9
Broadcasting (except Internet)	10,105	371	1.9
Private Households	11,769	360	1.6
Waste Management and Remediation Services	7,983	276	1.8
Transit and Ground Passenger Transport	7,025	229	1.7
Machinery Manufacturing	19,033	203	0.5
Furniture and Home Furnishings Stores	18,527	173	0.5
Sporting Goods, Hobby, Book, and Music Stores	19,903	171	0.4
Museums, Historical Sites, and Similar Institutions	5,112	163	1.6
Nonmetallic Mineral Product Manufacturing	12,247	158	0.7
Computer and Electronic Product Manufacturing	16,270	140	0.4
Fabricated Metal Product Manufacturing	21,350	139	0.3
Telecommunications	35,753	137	0.2
Plastics and Rubber Products Manufacturing	21,510	122	0.3
Internet Publishing and Broadcasting	1,709	121	3.8
Textile Product Mills	4,531	96	1.1

The Short-term Industry Employment & Projections data include 3-digit NAICS industries. Government is not included.

### **Long-term Industry Employment & Projections data in Virginia Statewide from Base Year 2004 to Projected Year 2014**

<u>Industry Title</u>	<u>Projected Employment</u>	<u>Total 2004-2014 Employment Change</u>	<u>Annual Avg. Percent Change</u>
Professional, Scientific, and Technical Services	438,109	130,495	3.6
Educational Services	375,059	60,114	1.8
Food Services and Drinking Places	288,675	58,408	2.3
Administrative and Support Services	250,353	57,992	2.7
Ambulatory Health Care Services	166,186	51,905	3.8
Specialty Trade Contractors	167,233	21,607	1.4
Nursing and Residential Care Facilities	76,147	18,491	2.8
Social Assistance	58,100	17,531	3.7
Management of Companies and Enterprises	85,337	15,160	2.0
Hospitals	125,673	14,602	1.2
General Merchandise Stores	95,117	14,285	1.6
Credit Intermediation and Related Activities	82,381	11,161	1.5
Merchant Wholesalers, Durable Goods	73,153	9,911	1.5

Internet Service Providers, Web Search Portals, and Data Processing	33,296	9,907	3.6
Religious, Grantmaking, Civic, Professional, and Similar Organizations	48,642	8,063	1.8
Construction of Buildings	59,914	7,131	1.3
Motor Vehicle and Parts Dealers	63,035	6,731	1.1
Insurance Carriers and Related Activities	46,378	6,283	1.5
Repair and Maintenance	39,406	6,215	1.7
Real Estate	45,777	6,202	1.5
Personal and Laundry Services	44,363	6,010	1.5
Amusement, Gambling, and Recreation Industries	37,460	5,075	1.5
Warehousing and Storage	22,382	4,453	2.2
Miscellaneous Store Retailers	27,898	4,291	1.7
Building Material and Garden Equipment and Supplies Dealers	36,473	4,261	1.3
Truck Transportation	35,686	3,911	1.2
Clothing and Clothing Accessories Stores	40,709	3,758	1.0
Accommodation	49,952	3,654	0.8
Food and Beverage Stores	65,230	3,622	0.6
Securities, Commodity Contracts, and Other Financial Investments	14,469	3,356	2.7
Rental and Leasing Services	20,063	2,718	1.5
Nonstore Retailers	19,337	2,620	1.5
Health and Personal Care Stores	23,934	2,556	1.1
Heavy and Civil Engineering Construction	35,118	2,452	0.7
Support Activities for Transportation	17,904	2,426	1.5
Broadcasting (except Internet)	11,828	2,207	2.1
Furniture and Home Furnishings Stores	20,163	2,153	1.1
Plastics and Rubber Products			
Manufacturing	23,669	2,117	0.9
Telecommunications	37,750	2,055	0.6
Sporting Goods, Hobby, Book, and Music Stores	19,591	1,774	1.0
Wood Product Manufacturing	21,206	1,743	0.9
Waste Management and Remediation Service	9,166	1,720	2.1
Electronics and Appliance Stores	15,908	1,616	1.1
Transit and Ground Passenger Transportation	8,241	1,565	2.1
Air Transportation	17,850	1,397	0.8
Merchant Wholesalers, Nondurable Goods	36,622	1,236	0.3
Nonmetallic Mineral Product Manufacturing	12,848	1,172	1.0
Performing Arts, Spectator Sports, and Related Industries	7,267	989	1.5
Textile Product Mills	5,349	896	1.9
Museums, Historical Sites, and Similar Institutions	5,572	755	1.5

The Long-term Industry Employment & Projections data include 3-digit NAICS industries. Government is not included.

### **Short-term Occupational Employment & Projections in Virginia Statewide from Base Year 2005 to Projected Year 2007**

<u>Occupational Title</u>	<u>2007 Projected Employment</u>	<u>Total 2005-2007 Employment Change</u>	<u>Total Annual Avg. Percent Change</u>
Retail Salespersons	144,482	4,607	1.6
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	70,016	2,884	2.1
Registered Nurses	58,078	2,687	2.4
Customer Service Representatives	57,721	2,499	2.2
Office Clerks, General	120,816	2,379	1.0
Computer Software Engineers, Applications	33,600	2,280	3.6
Combined Food Preparation and Serving Workers, Including Fast Food	68,861	2,207	1.6
Carpenters	45,392	2,065	2.4
Waiters and Waitresses	61,005	1,860	1.6
Computer Software Engineers, Systems Software	27,580	1,754	3.3
Computer Systems Analysts	36,725	1,724	2.4
Nursing Aides, Orderlies, and Attendants	32,859	1,650	2.6
Elementary School Teachers, Except Special Education	40,838	1,645	2.1
Landscaping and Groundskeeping Workers	37,450	1,604	2.2
Accountants and Auditors	40,737	1,582	2.0
First-Line Supervisors/Managers of Construction Trades and Extraction Workers	34,452	1,464	2.2
Management Analysts	47,976	1,439	1.5
Truck Drivers, Heavy and Tractor-Trailer	41,672	1,387	1.7
Network Systems and Data Communications Analysts	16,530	1,355	4.4
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	37,026	1,321	1.8
Real Estate Sales Agents	33,738	1,292	2.0
General and Operations Managers	35,812	1,256	1.8
Home Health Aides	12,245	1,241	5.5
Maintenance and Repair Workers, General	36,485	1,212	1.7

Business Operations Specialists, All Other	27,407	1,136	2.1
Child Care Workers	29,412	1,128	2.0
Teacher Assistants	29,616	1,124	2.0
Receptionists and Information Clerks	30,235	1,111	1.9
Maids and Housekeeping Cleaners	35,034	1,108	1.6
Personal and Home Care Aides	12,088	1,062	4.7
Secondary School Teachers, Except Special and Vocational Education	28,799	1,018	1.8
Laborers and Freight, Stock, and Material Movers, Hand	59,679	1,014	0.9
Truck Drivers, Light or Delivery Services	30,569	992	1.7
Electricians	21,042	990	2.4
Bookkeeping, Accounting, and Auditing Clerks	53,111	921	0.9
Network and Computer Systems Administrators	15,520	884	3.0
Construction Laborers	32,256	871	1.4
Sales Representatives, Services, All Other	20,848	853	2.1
Food Preparation Workers	20,264	817	2.1
Painters, Construction and Maintenance	16,932	806	2.5
Teachers and Instructors, All Other	21,033	784	1.9
Computer Support Specialists	24,350	758	1.6
Plumbers, Pipefitters, and Steamfitters	17,164	751	2.3
First-Line Supervisors/Managers of Food Preparation and Serving Workers	22,522	727	1.7
Licensed Practical and Licensed Vocational Nurses	20,490	700	1.8
First-Line Supervisors/Managers of Office and Administrative Support Workers	38,144	689	0.9
Cooks, Restaurant	22,056	660	1.5
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	11,134	646	3.0
Bill and Account Collectors	13,470	638	2.5

**Long-term Occupational Employment & Projections in Virginia Statewide for  
Base Year 2004 to Projected Year 2014**

<u>Occupational Title</u>	<u>2014 Projected Employment</u>	<u>Total 2004-2014 Employment Change</u>	<u>Annual Avg. Percent Change</u>
Retail Salespersons	154,966	23,904	1.7
Computer Software Engineers, Applications	48,392	17,995	4.8
Customer Service Representatives	70,056	16,503	2.7
Registered Nurses	69,587	15,759	2.6

Combined Food Preparation and Serving Workers, Including Fast Food	79,781	15,505	2.2
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	79,846	14,517	2.0
Computer Software Engineers, Systems Software	38,464	14,214	4.7
Waiters and Waitresses	70,980	13,641	2.2
Office Clerks, General	127,087	13,402	1.1
Computer Systems Analysts	46,914	12,916	3.3
Management Analysts	55,193	11,446	2.4
Accountants and Auditors	48,957	11,084	2.6
Network Systems and Data Communications Analysts	24,633	10,071	5.4
Nursing Aides, Orderlies, and Attendants	37,704	7,901	2.4
Business Operations Specialists, All Other	33,315	7,591	2.6
General and Operations Managers	40,700	7,363	2.0
Network and Computer Systems Administrators	21,297	7,196	4.2
Computer Support Specialists	30,171	7,121	2.7
Landscaping and Groundskeeping Workers	43,339	7,016	1.8
Receptionists and Information Clerks	35,000	6,884	2.2
Home Health Aides	16,549	6,342	5.0
Elementary School Teachers, Except Special Education	43,098	6,292	1.6
Maintenance and Repair Workers, General	40,691	6,259	1.7
Carpenters	46,014	5,893	1.4
Teacher Assistants	32,645	5,814	2
Cashiers	112,038	5,711	0.5
Laborers and Freight, Stock, and Material Movers, Hand	61,923	5,619	1.0
Truck Drivers, Heavy and Tractor-Trailer	44,311	5,388	1.3
Food Preparation Workers	24,235	5,334	2.5
First-Line Supervisors/Managers of Food Preparation and Serving Workers	26,121	5,083	2.2
Sales Representatives, Services, All Other	24,307	5,060	2.4
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	39,858	5,052	1.4
Security Guards	32,782	5,007	1.7
Bookkeeping, Accounting, and Auditing Clerks	55,657	4,980	0.9
Truck Drivers, Light or Delivery Services	33,269	4,977	1.6
Personal and Home Care Aides	15,287	4,968	4.0
Cooks, Restaurant	25,583	4,908	2.2
Teachers and Instructors, All Other	23,487	4,476	2.1

First-Line Supervisors/Managers of Office and Administrative	40,769	4,463	1.2
Child Care Workers	31,945	4,319	1.5
Real Estate Sales Agents	35,441	4,211	1.3
Automotive Service Technicians and Mechanics	29,343	4,146	1.5
First-Line Supervisors/Managers of Construction Trades and Extraction Workers	35,038	3,970	1.2
Licensed Practical and Licensed Vocational Nurses	22,948	3,921	1.9
Computer and Information Systems Managers	13,954	3,819	3.2
Secondary School Teachers, Except Special and Vocational Education	29,925	3,801	1.4
Bill and Account Collectors	16,055	3,698	2.7
Cooks, Fast Food	18,415	3,667	2.2
Dental Assistants	10,647	3,654	4.3
Preschool Teachers, Except Special Education	13,544	3,501	3.0

Source: Virginia Employment Commission – Industry and Occupational Employment Projections, available on VELMA at: <http://velma.virtualmi.com/>.

# Commonwealth of Virginia



## Planning Guidance for Local Workforce Investment Boards

For the Planning Period of  
October 1, 2007 – September 30, 2008

Issued February 1, 2007  
By the  
Governor's Office for Workforce Development

1. Submission Requirements: Please submit one hard-copy of the local plan, signed by both the Chair of the Workforce Investment Board and Chief Local Elected Officials' Chair, no later than September 3, 2007, to: Paula Dehetre, Workforce Development System Manager, Governor's Office for Workforce Development, 1001 East Broad Street, Suite 135, Richmond, VA 23219. One electronic copy must also be submitted by the same date to [brian.davis@governor.virginia.gov](mailto:brian.davis@governor.virginia.gov)
2. Process: Local Boards are required to engage in an inclusive planning process that allows for maximum input by all interested parties; however, as there are many ways to accomplish this goal, the state will not prescribe the specific steps that must be taken. Local Boards must at a minimum certify that a public comment period was incorporated as part of the process. Technical assistance may be provided by the Governor's Office for Workforce Development or their designees, if there are questions about how to develop and insure an inclusive planning process.
3. Background and Context for Local Planning in 2007: Despite the significant changes that are underway or anticipated at the national and state levels with respect to the workforce development system, its structure and its services, there are existing statutes that require local planning to address current responsibilities under the purview of local workforce investment boards (WIBs).

On October 31, 2006, the Virginia Workforce Council adopted a new local planning cycle that would be one year in nature, instead of the previous three year planning cycle. In addition, the number of required plan documents was reduced from three to one. The new local plans for 2007-2008 will include three distinct elements: (1) The strategic direction of the board, its mission and goals and alignments with the Governor's Strategic Workforce Development Plan, (2) The local demand planning requirements that satisfy State Code provisions, and (3) An operational element to satisfy federal requirements consistent with the Workforce Investment Act (WIA).

At the State level, in the summer of 2006, a comprehensive process was developed to establish Virginia's first Governor's Workforce Development Strategic Plan. The planning process included input from the Virginia Workforce Council (VWC), the creation of a Steering Committee to assist the Senior Advisor to the Governor for Workforce, and six public meetings held across the State in conjunction with the Secretary of Commerce and Trade, to ensure the broadest citizen input. Research was conducted on issues related to workforce development at both the national and state levels. This information, combined with common themes from the public meetings, was included in an assessment of the Commonwealth's strengths, weaknesses, opportunities, and threats (SWOT Analysis) with regards to workforce development. The SWOT Analysis was provided to the Steering Committee for their consideration. The Committee then developed and refined the strategic plan goals, objectives and strategies. Senior level officials in the Executive Branch, including the Secretariats of Education and

Commerce and Trade, the Virginia Community College System (VCCS) and the Department of Education, were included in this stage of the review of the draft Strategic Plan. At its October 31, 2006 meeting, the VWC reviewed and commented on the plan. The plan was further revised to reflect the direction provided by the VWC. The full final plan can be viewed at [www.workforce.virginia.gov](http://www.workforce.virginia.gov).

4. Planning Resources:

\* Governor's Workforce Development Strategic Plan. [www.workforce.virginia.gov](http://www.workforce.virginia.gov)

\* Community Profiles, with information compiled for each local workforce area. These reports provide a profile of regional demographic characteristics and trends, similar information for the regional economy and a profile of regional educational characteristics. <http://velma.virtuallmi.com/gsipub/index.asp?docid=342>

\* [GAO's "Human Capital: Key Principles for Effective Strategic Workforce Planning"](#) (PDF)

*Planning Guidance*

**Part I –Alignment with State Plan Goals and Local Strategic Direction**

*The State Vision: Virginia has a world-class workforce development system that meets the needs of workers and employers throughout the state. Virginia's highly skilled workforce fosters a dynamic, globally competitive business environment. The Commonwealth's educated, well-trained workforce earns wages that exceed national average.*

A. State Goal Alignment

Elements of the Governor's Workforce Development Strategic Plan that will require local efforts to assure effective implementation are as follows:

1. Goal 1, Strategy 3: Support a seamless workforce development system in part by establishing a comprehensive one-stop center in each workforce area by 2008.
2. Goal 2: Demonstrate results and value in the workforce system that meet business needs through performance measurement and assessment. Related strategies include: (1) Provide annual demand analysis, (2) Educate employers and promote awareness of the benefits of investing in the Virginia's workforce development system, and (3) workforce system standards and measure performance.
3. Goal 3: Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs. Related strategies include: (1) Increase priority and visibility of skills development, career and technical education and

postsecondary education opportunities for adults, and (2) Ensure attainment of labor market skills.

*For each of the above goals, specify three to five measurable action items that will be implemented in the local area over the next year to assist in goal achievement for the Commonwealth. Use a matrix or a similar format that specifies each action in measurable terms and indicate the process and strategies that will be used to achieve completion, who the responsible parties are, what the expected outcomes are and when they will be completed.*

## B. Local Strategic Direction and Goals

Identify:

1. The WIB's overall strategic direction, to include at a minimum the vision statement which aligns to that of the state. It may also include a locally-defined mission and values.
2. Three measurable strategic goals and the strategies to achieve those goals.
3. As with the state goals, specify measurable action items that will be implemented in the next year to assist in goal achievement for the local area. Use a matrix or a similar format that specifies each action in measurable terms and indicate the process and strategies that will be used to achieve completion, who the responsible parties are, what the expected outcomes are and when they will be completed.

## Part II – Local Demand Plan

During the 2003 General Assembly session, legislation was adopted that requires local workforce investment boards to develop and submit to the State an annual workforce demand plan that reflects the local employers' needs and requirements and the availability of trained workers to meet those needs and requirements.

### A. Demand Side

*You may use the previously referenced Community Profiles, community audits or other similar studies that have been completed at the regional level to assist with this section. In addition, the Commonwealth will make the services of an economist available upon request to assist in demand planning elements. Contact the Governor's Office for Workforce Development at 804.371.2359 for further information.*

1. What is the current makeup of the region's economic base by industry?
2. What jobs or occupations are in demand in the region's economy?

3. What industries and occupations are expected to decline in the short term and over a longer term period?
4. What job skills are necessary to obtain the available, critical and projected jobs in the region?
5. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skills gaps is the region experiencing today and what are the projected skill gaps?
6. What are the region's economic development goals for attracting, retaining and growing business and industry?

## **B. Supply Side**

1. What are the current and projected demographics of the available labor pool in the local workforce service area – including the incumbent workforce – both now and over the next decade?
2. What is the capacity of local educational institutions, training providers and other service entities to assist the local labor pool in preparing to meet the above demands? How do the WIBs policies and procedures for placing and recertifying training providers on the eligible training provider list assist in ensuring greater alignment between educational capacity and employer need?
3. What are the educational and job-training needs of individuals served by the local workforce investment system? Please refer to any specific target groups based on the specific partners in the local area or specific goals of the system.
4. How will local economic trends affect any special population groups the local workforce investment board has targeted? Examples of special populations include:

Dislocated workers, including displaced homemakers;  
Individuals training for non-traditional employment;  
Individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and individuals with disabilities);  
Low-income individuals, including recipients of public assistance;  
The agricultural community that serves the migrant and seasonal farm worker population;  
Unemployment Insurance claimants identified under Worker Profiling and Reemployment Services;  
Veterans.

## **Part III – Operational Plan**

*Note: If there are existing documents in place locally that address the items in this section, they may be submitted with a cross-walk outline that indicates for each item listed herein where the corresponding information exists, and attaching as appropriate. By incorporating such references with this submittal, the local area will be certifying that those documents reflect existing conditions as approved by the WIB and elected officials. This process allows the Governor's Office for Workforce Development to establish a baseline of existing operational conditions for each WIB in a consistent format. This will in turn provide an easier mechanism for WIBs to submit updates only where changes have been made in subsequent years.*

*Section A: Local Leadership – For each element, identify:*

1. How the WIB will coordinate and interact with the local elected officials regarding workforce investment activities. Include statement that CLEO Consortium Agreements and CLEO-LWIB agreements are executed and in place in the local area, with documentation of both available for state review upon request
2. How the Board will carry out its responsibilities for oversight, monitoring, and corrective action of the Title I program.
3. How the Board will conduct business in accordance with the Sunshine Provisions of the Workforce Investment Act.
4. How the local board will be staffed. Include an organizational chart clearly demonstrating the separation of functions (board oversight functions vs. program administration) and that demonstrates the understanding that the board and its staff cannot provide direct services.
5. Identify any WIB policies/procedures that have been developed in furtherance of the state economic development waiver. What efforts/activities have been undertaken to increase alignments with the economic development community, or what plans are underway for future activities?

*Section B: One-Stop Service Delivery System – for each element, indicate:*

1. How the services provided by each of the partners required by federal and state law and any other optional partners are being coordinated and/or integrated and made available through the centers that comprise the local workforce investment system. Describe how additional partners will be identified and added. Indicate any changes proposed for the coming program year to the participation of required or optional partners.
2. Where the comprehensive, physical site(s) and any affiliates sites are located to meet customer needs, including employers, within the local area. If additional sites are contemplated for the plan year, describe how the locations will be determined and provide a timeline indicating when the new sites will become operational.
3. The process that is in place to select the Virginia Workforce Center Operator(s) within the local area.

4. Identify the Virginia Workforce Center Operator for each site within the local area. Provide a statement indicating that the WIB has all required MOUs with partner agencies executed and available for State review upon request, or identify what partner agreements are not in place and indicate reasons why as well as an expected date to have missing agreements in place. Identify any assistance needed from the State in securing such agreements.
5. What process is in place for one stop system and center partners to determine and reach consensus on joint goals?
6. What employee development/capacity building strategies are in place, planned or needed?
7. Describe how local one stop system and center staff have been cross-trained in other partner programs and services.

*Section C: Adult and Dislocated Worker Services –for each element, describe:*

1. How customers will access WIA Title I B information and services.
2. How the Local Workforce Investment Board will ensure universal access to all core services in the local area.
3. The type and availability of adult and dislocated worker employment and training activities and supportive services that will be available in the local area.
4. How local workforce investment activities will be coordinated with statewide rapid response activities.
5. How customers will move among the core, intensive and training services offered through the local one-stop system.
6. How informed customer choice will be maximized for customers who need training.
7. What policies and procedure are in place for follow-up to ensure a continuum of services that guarantees desired outcomes.

***For items 8 through 18 you may reference and attach or include by web link any existing local policies that address the requested information.***

8. The policy used by the local area to solicit and select training providers for the eligible provider list.
9. Describe the Individual Training Account policy used in the local area, including dollar limits, duration, referral to training, etc.
10. How the local area will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the occupational demand, including employment and training needs of employers, workers and job seekers throughout the local area.
11. Describe the local area's on-the-job training policy and process.
12. Describe the local area's customized training policy and process.

13. Declare whether the local area has declared that funds available for adult workforce investment services are limited or unlimited. Provide the criteria used to determine the availability of funds. Such criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors.
14. Provide the local area's priority of service policy that will be implemented when adult funds are determined to be limited. The policy must specify how priority will be given for adult recipients of public assistance and other low income adults, but may enable the provision of services to other eligible individuals. Indicate how the local area will monitor the provision of services to ensure compliance with the priority policy.
15. Provide the local area's definition of self-sufficiency that will be utilized in determining eligibility for intensive and training services for employed workers.
16. Describe the local area's policy on the provision of services to employed workers.
16. Has the local board developed an incumbent worker program/strategy in accordance with the waiver approval granted to the Commonwealth and described in State Policy 02-04? Describe if so.
17. Describe the board's process for determining use of the 100% transfer ability provision between adult and dislocated worker funds as outlined in State Field Guidance Memorandum 02-04.
18. Describe the WIB policy for using WIA funds for basic education, literacy, English as a second language activities and for meeting WIA requirements that GED training be combined with job skills training, for among other reasons, to assist in meeting credentialing requirements

*Section D: Youth – for each element indicate:*

1. The local area's strategy for providing comprehensive services to eligible youth.
2. How the local area will coordinate with Job Corps, youth opportunity grants, and other youth programs.
3. The measures taken by the local area to ensure compliance with applicable safety and child labor laws.
4. How the local area will, in general, meet the WIA's requirements regarding youth program design, in particular:
  - a. Preparation for postsecondary educational opportunities;
  - b. Strong linkages between academic and occupational learning;
  - c. Preparation for unsubsidized employment opportunities;
  - d. Effective linkages with intermediaries with strong employer connections;

- e. Alternative secondary school services;
  - f. Summer employment opportunities;
  - g. Paid and unpaid work experiences;
  - h. Occupational skill training;
  - i. Leadership development opportunities;
  - j. Comprehensive guidance and counseling;
  - k. Supportive services;
  - l. Follow-up services.
5. The criteria used in awarding grants, contracts or agreements for youth activities.
  6. The eligibility assessment tool, individualized training plan, and case management system for the youth program.
  7. Describe how the Local Workforce Investment Board will identify existing providers of youth services through other funding sources for the purpose of leveraging WIA funds for the delivery of the youth program in the local area.
  8. Outline the strategies to be implemented in the local area to support USDOL's new strategic vision for the delivery of youth services as described in TEGL 3-04, found at:  
<http://wdr.doleta.gov/directives/attach/TEGL3-04.pdf>
  9. Describe any procedures the local area developed to utilize the state waiver that allows use of ITAs for older and out-of-school youth. Include any estimates on potential numbers of participants to be served as a result.

*Section E: Budget and Finance*

1. Attach anticipated levels of service and budgets planned by the Local Workforce Investment Board for PY07.
2. Describe how the Local Workforce Investment Board will use the funds it receives to leverage other Federal, State, local, and other resources in order to maximize the effectiveness of such resources and to expand the participation of businesses, employees, and individuals in the workforce investment system.
3. Indicate the methods and practices employed locally to assure timely expenditure of WIA funds to reduce the ratio between obligation and expenditure rates.
4. Describe the Local Workforce Investment Board's efforts in developing and implementing an equitable Cost Allocation Plan/Resource Sharing Agreement for the funding of the local workforce investment system among all required and optional partners.

5. Describe the WIBs budgetary considerations and procedures for assuring at least 30% of youth funds are expended on the out-of-school population.

*Section F: Procurement*

Describe or reference (i.e. cite use of local government process) the local area's competitive and non-competitive procurement policies that will be used to award grants, contracts, and agreements for activities under Title I of WIA not covered by Individual Training Accounts.

*Section G: Equal Opportunity (EO), Affirmative Action and Grievance Procedures – for each element, indicate:*

1. The EO policy statement regarding WIA Title I funded staff and customers.
2. The name, title, telephone number, and job description of the Equal Opportunity Officer for Title I funded activities in the local area.
3. The name, title, telephone number, and job description of the Virginia Workforce site Equal Opportunity Liaison for each Virginia Workforce site within the local area, if different than above.
4. The efforts that have been and will be made to ensure that the recruiting and hiring of Title I funded staff will be done in such a manner as to reflect the available workforce of the labor market area within your jurisdiction without regard to race, color, religion, sex, national origin, age, disability, political affiliation, or belief and for the beneficiaries only, citizenship or participation in a WIA Title I financially assisted program or activity.
5. The system of monitoring used to review equal opportunity performance.
6. Describe the area's grievance procedures for participants, employees, vendors and other potential aggrieved parties. (You may reference and attach an exiting WIB policy that addresses these items).

*Section H: Performance Management*

1. Describe the steps that will be taken to achieve success against the Virginia Workforce Council System measures for the adult, dislocated worker and youth programs under the purview of the local workforce board. These initial measures are: **Short-term Employment Rate:** The percentage of participants who are employed during the second quarter after exit. (For youth, enrollment in education counts as well as employment.) **Long-term Employment Rate:** The percentage of participants who are employed during the fourth quarter after exit. (For youth, enrollment in education counts as well as employment.) **Earnings Level:** Median earnings during the 2<sup>nd</sup> quarter after exit among all exiters with earnings. **Credential Completion Rate:** The percentage of exiters who have completed a certificate, degree, diploma, licensure, or industry-recognized credential during participation or within one year of exit; and **Repeat Employer Customers:** The percentage of employers who are served who return to the same program for service within one year.
2. Describe the effectiveness of the local area's ability to meet the prior year's WIA negotiated performance standards. Indicate reasons for the local area's failure to meet any of the performance

measurements in the prior program year, identify plans for making improvements to correct those deficiencies and what assistance might be needed from the State.

3. Provide the local area's negotiated standards for PY07 WIA performance measures.

*Section I: Customer Satisfaction*

1. Describe any locally developed measurement methods, and data that the local area will use to determine customer satisfaction and dissatisfaction.
2. Describe how the local area will utilize customer satisfaction information for the continuous improvement of the local workforce investment system.

### **Statement of Compliance and Plan Signatures**

**For:**

<b>Local Area #</b>	<b>Area Name:</b>
<b>Plan Point of Contact:</b>	
<b>Address:</b>	
<b>Phone/e-mail:</b>	

This is to certify that this plan was developed in accordance with the State guidelines and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Investment Act of 1998, its attendant regulations and the applicable state laws and policies. The Plan was developed by the local workforce investment board in partnership with the local elected officials with the benefit of an open and inclusive plan development process and a public comment period.

<i>Signature, Typed Name of LWIB Chair</i>	<i>Date</i>
<i>Signature, Typed Name of CLEO and/or Consortium Chair</i>	<i>Date</i>

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

Entity: \_\_\_\_\_

Contact: \_\_\_\_\_

Address: \_\_\_\_\_

Phone/Email: \_\_\_\_\_

**FIELD OFFICES - COUNTIES**

<u>Bristol Field Office</u>	Lee, Scott, Wise, Washington, Smyth, Russell, Dickenson, Buchanan, Bland, Wythe, Tazewell, Carroll, Pulaski, Grayson
<u>Roanoke Field Office</u>	Montgomery, Floyd, Franklin, Roanoke, Craig, Alleghany, Botetourt, Giles, Bath, Bedford, Rockbridge
<u>Warsaw Field Office</u>	Richmond, Westmoreland, Northumberland, Lancaster, Essex, Middlesex, Mathews, King and Queen, Gloucester, King William, Caroline, Spotsylvania, Stafford, King George
<u>Charlottesville Field Office</u>	Albemarle, Louisa, Orange, Greene, Amherst, Madison, Culpeper, Fluvanna, Nelson, Buckingham
<u>Danville Field Office</u>	Pittsylvania, Henry, Patrick, Halifax, Campbell, Charlotte
<u>South Hill Field Office</u>	Mecklenburg, Lunenburg, Prince Edward, Brunswick, Nottoway, Amelia, Greensville, Powhatan, Appomattox, Cumberland
<u>Tri-Cities Field Office</u>	Prince George, Chesterfield, Dinwiddie, Goochland, Henrico, Hanover, Surry, Sussex, Southampton, Isle of Wight, Charles City, New Kent, James City, York, Cities of Suffolk, Va Beach, Chesapeake.
<u>Winchester Field Office</u>	Frederick, Shenandoah, Rockingham, Highland, Augusta, Page, Warren, Clarke, Loudoun, Fauquier, Prince William, Fairfax, Rappahannock
<u>Onley Field Office</u>	Northampton, Accomack

## VIRGINIA EMPLOYMENT COMMISSION

### MIGRANT AND SEASONAL FARMWORKER ESTIMATES 2007

	Seasonal Farmworkers (Non H-2A)			Migrant Farmworkers (Non H-2A)			H-2A Farmworkers	
	%	%	%	%	%	%	%	%
	Non-working			Non-working				
	Unduplicated	Peak	Family	Unduplicated	Peak	Family	Unduplicated	Peak
	Total	Count	Total	Total	Count	Total	Total	Count
	2007	2007	2007	2007	2007	2007	200	2007
<b>State</b>	<b>5,222</b>	<b>3,987</b>	<b>1,529</b>	<b>8,902</b>	<b>7,967</b>	<b>532</b>	<b>2,461</b>	<b>2,371</b>
Chesapeake	30	15	0	10	5	0	0	0
Suffolk	90	40	4	90	70	0	42	42
Virginia Beach	60	50	1	95	80	4	8	8
Accomack Co.	185	180	90	2,435	2,400	90	0	0
Albemarle Co	42	38	26	205	170	25	10	10
Alleghany Co	0	0	0	0	0	0	0	0
Amelia County	45	15	10	15	10	5	24	24
Amherst Co	22	20	6	34	30	0	0	0
Appomattox	30	15	10	15	10	5	4	4
Arlington Co	0	0	0	0	0	0	0	0
Augusta Co	0	0	0	0	0	0	0	0
Bath Co	0	0	0	0	0	0	0	0
Bedford Co	39	27	82	15	12	0	0	0
Bland Co.	30	20	10	5	5	0	0	0
Botetourt Co.	80	65	200	55	50	0	0	0
Brunswick Co.	150	95	20	70	55	1	200	200
Buchanan Co	35	25	5	0	0	0	0	0
Buckingham Co	2	2	0	0	0	0	0	0
Campbell Co	71	59	12	38	29	5	35	27

Caroline Co	135	100	20		150	120	0		2	2
Carroll Co	65	55	20		100	80	10		30	30
Charles City Co	28	14	0		8	4	0		6	6
Charlotte Co.	87	70	15		52	40	9		110	96
Chesterfield Co	70	30	2		24	19	0		26	26
Clarke Co	0	0	0		5	5	0		12	12
Craig Co	8	4	0		0	0	0		0	0
Culpeper Co	75	70	14		0	0	0		0	0
Cumberland Co	40	25	10		20	10	4		6	6
Dickenson Co	30	20	0		40	35	0		0	0
Dinwiddie Co	80	60	3		10	5	0		87	87
Essex Co	41	36	10		136	126	0		0	0
Fairfax Co	0	0	0		0	0	0		0	0
Fauquier Co	0	0	0		0	0	0		0	0
Floyd Co	60	60	93		20	20	0		0	0
Fluvanna Co	2	2	0		0	0	0		5	5
Franklin Co	40	29	123		32	27	0		75	75
Frederick Co	165	150	15		340	340	10		250	250
Giles Co	0	0	0		0	0	0		0	0
Gloucester Co	100	60	10		50	40	5		0	0
Goochland Co	0	0	0		0	0	0		0	0
Grayson Co	120	100	30		750	700	55		102	82
Greene Co	0	0	0		2	2	0		0	0
Greenville Co	100	50	10		35	25	3		28	28
Halifax Co	184	161	20		45	38	9		180	160
Hanover Co	100	75	6		36	25	0		44	44
Henrico	15	10	0		7	7	0		2	2
Henry Co	63	49	13		44	36	11		29	24
Highland Co	0	0	0		0	0	0		0	0
Isle of Wight Co	85	70	2		15	9	0		0	0
James City Co	10	8	0		4	4	0		0	0

King and Queen Co	45	30	10		21	16	3		0	0
King George Co	253	175	71		66	40	0		0	0
King William Co	31	26	0		31	26	0		0	0
Lancaster Co	21	21	4		31	21	0		0	0
Lee Co	40	35	10		35	35	10		0	0
Loudoun Co	10	10	0		88	88	0		0	0
Louisa Co	3	2	0		2	2	0		0	0
Lunenburg	70	50	5		60	30	1		175	175
Madison Co.	10	8	5		12	12	0		0	0
Mathews Co	130	80	25		50	40	15		0	0
Mecklenburg Co	220	140	50		240	175	10		350	350
Middlesex Co	81	76	21		100	50	4		8	8
Montgomery Co	12	8	16		0	0	0		0	0
Nelson Co	68	64	45		110	90	6		45	45
New Kent Co	38	30	0		5	4	0		0	0
Northampton Co	177	170	80		1,630	1,600	85		0	0
Northumberland Co	51	51	0		61	51	0		0	0
Nottoway Co	30	10	5		40	30	5		20	20
Orange Co	110	85	18		0	0	0		27	27
Page Co	0	0	0		0	0	0		0	0
Patrick Co	65	56	12		58	47	9		23	20
Pittsylvania Co	181	159	22		55	46	8		345	326
Powhatan Co	45	40	5		30	25	0		0	0
Prince Edward	60	20	5		30	10	5		0	0
Prince George Co	20	15	0		5	2	0		0	0
Prince William Co	0	0	0		0	0	0		0	0
Pulaski Co	0	0	0		0	0	0		0	0
Rappahannock Co	0	0	0		7	7	0		0	0
Richmond Co	149	111	30		78	39	0		0	0
Roanoke Co	27	20	62		17	14	2		0	0

Rockbridge Co	30	30	0		0	0	0		0	0
Rockingham Co	0	0	0		0	0	0		115	115
Russell Co	40	35	10		20	20	0		0	0
Scott Co	50	40	15		100	80	25		30	30
Shenandoah Co	0	0	0		110	110	0		0	0
Smyth Co.	35	25	10		60	55	55		0	0
Southampton Co	120	90	4		150	100	0		0	0
Spotsylvania Co	41	31	11		31	26	0		0	0
Stafford Co	35	28	12		55	40	0		0	0
Surry Co.	10	9	0		10	8	0		0	0
Sussex Co	100	70	18		125	96	0		9	9
Tazewell Co	35	30	10		0	0	0		0	0
Warren Co	0	0	0		0	0	0		0	0
Washington Co	40	35	10		90	75	30		0	0
Westmoreland Co	60	48	16		270	200	0		3	3
Wise Co	20	15	5		0	0	0		0	0
Wythe Co	30	30	15		20	20	10		0	0
York Co	25	15	0		4	2	0		0	0
%	%	%	%	%	%	%	%	%	%	%

	Seasonal Farmworkers (Non H-2A)				Migrant Farmworkers (Non H-2A)				H-2A Farmworkers	
	%	%	%	%	%	%	%	%	%	
			Non-working				Non-working			
	Unduplicated	Peak	Family		Unduplicated	Peak	Family		Unduplicated	Peak
	Total	Count	Total		Total	Count	Total		Total	Count
Local Office	2007	2007	2007		2007	2007	2007		2007	2007
Winchester	165	150	15		550	550	10		377	377
Tri-Cities	881	601	40		588	434	4		215	215
Onley	362	350	170		4065	4000	175		0	0
Charlottesville	334	291	114		363	304	31		87	87
Warsaw	1173	873	240		1130	835	27		13	13
Danville	651	554	94		292	236	51		722	655
Roanoke	296	243	576		139	123	0		75	75
Bristol	570	465	150		1220	1105	195		165	142
South Hill	790	460	130		555	380	39		807	807
%	%	%	%		%	%	%	%	%	%
STATE TOTALS	5222	3987	1529		8902	7967	532		2461	2371
%	%	%	%	%	%	%	%	%	%	%
					%					
MSFW TOTALS (excluding H-2A)	14124	11954	2061	%						
%	%	%	%	%						

The offices list below shall, at a minimum, conduct MSFW outreach as follows:

Winchester	233	contacts
Tri-Cities	345	contacts
Onley	1449	contacts
Charlottesville	198	contacts
Warsaw	569	contacts
Danville	263	contacts
Roanoke	122	contacts
Bristol	523	contacts
South Hill	280	contacts