



VIRGINIA CAREER WORKS

WIOA - TITLE I

PY17 ANNUAL REPORT NARRATIVE

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I. ACKNOWLEDGEMENTS

We would like to dedicate this year's WIOA Annual report to the workforce development professionals who strive every day to design and cultivate a service delivery system driven by the needs of both jobseekers and businesses.

II. INTRODUCTION NARRATIVE

As a workforce system partner and the Commonwealth of Virginia's State Administrative Entity for the federal Workforce Innovation and Opportunity Act (WIOA) Title I funds, the Virginia Community College System (VCCS) is pleased to submit its Program Year 2017 Annual Report.

For Program Year 2017 (PY17), Virginia's Title I program focused largely on the continued implementation of the WIOA Combined State Plan, enhancing workforce partnerships, collaboration and cross-agency systems integration, and achieving meaningful outcomes for our customers. WIOA Title I programs effectively served over 8,165 Virginian's through Adult, Dislocated Worker and Youth programs (see Figure 1). Virginia's Rapid Response team provided services to a total of 186 WARN notices and Non-WARN information that impacted over 13,213 workers (See Figure 2). In addition, over 15,000 Virginia businesses benefited from WIOA services (2,811 of the 15,000 businesses were served by WIOA Title I programs).

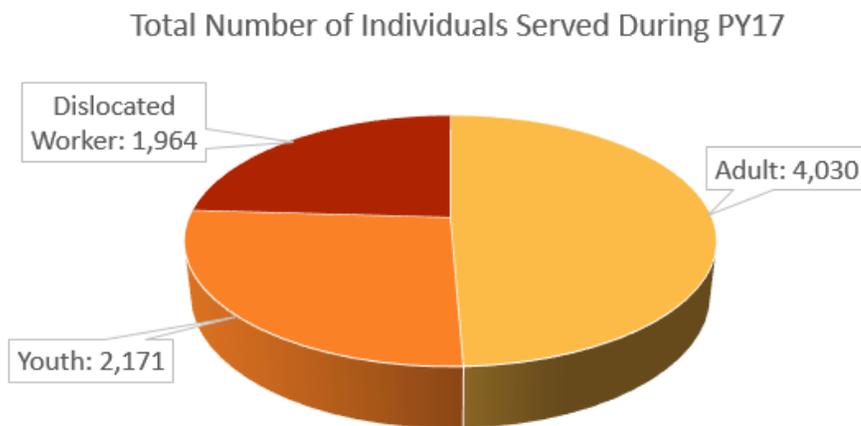


Fig. 1

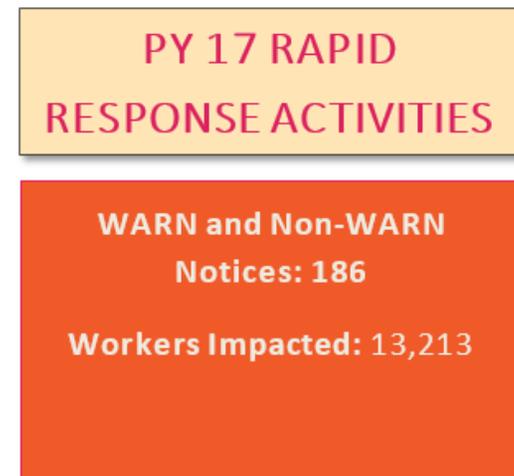


Fig. 2

In the Commonwealth, we envision a Virginia where every business has access to a qualified, job-ready workforce, and every Virginian has the skills needed to connect with meaningful employment and advance in their career. We drive Virginia's economic growth by implementing an effective and efficient workforce system that delivers innovative, integrated, data-driven products and services designed and aligned to meet the needs of businesses and job seekers.

Virginia's Workforce Development system saw several major developments during PY17. In January 2018, Governor-elect Ralph Northam appointed Dr. Megan Healy as the first Cabinet-level Advisor on Workforce Development. The Chief Workforce Development Advisor position is a new cabinet-level position created by the General Assembly to address the state's economic and workforce development concerns. In addition, the General Assembly approved the expansion of Medicaid coverage to 400,000 low-income residents. The legislation included a work requirement and many of these individuals will need training to help them achieve sustaining and career-oriented wages.

MAJOR HIGHLIGHTS OF HOW WIOA TITLE I STRENGTHENED VIRGINIA'S WORKFORCE SYSTEM IN PY17

- 1. Established a state level business services team:** Virginia Board of Workforce Development (VBWD) Policy #403-01 Business Service Requirements established a state level business services team to provide strategic guidance to Virginia's workforce development system in delivering coordinated and consistent services to businesses. This team is responsible for identifying and recommending statewide strategies, outreach, data collection and processes across all regions of Virginia to provide services that are high quality and exceed business customers' expectations.
- 2. Established statewide workforce brand: *The Virginia Career Works*:** A statewide branding initiative was launched to increase awareness of Virginia's workforce system and the services it provides to help jobseekers and employers. This endeavor engaged more than 200 stakeholders, including job seekers and customers. The research phase for the new brand was completed, alongside workforce, economic development and education partners from across the state. The new brand, Virginia Career Works, was announced in January 2018 and will be fully implemented in PY18. Virginia Career Works creates an identifiable, common front door to workforce services across Virginia.
- 3. Completed WIOA Combined State Plan modifications:** The Commonwealth of Virginia submitted modifications to the WIOA Combined State Plan, which was approved by the U.S. Department of Labor (DOL).
- 4. Managed Discretionary Grants:** The WIOA Title I Administration team managed more than \$16.6 million in discretionary grants in PY17 from the U. S Department of Labor including the following: Disability Employment Initiative Round VIII, National Dislocated Worker Grant-POWER-Resource Full, Workforce Innovation Fund-Virginia Financial Success Network, and Reemployment and System Integration. See Appendix A for more information.
- 5. Certified One-Stop/American Job Centers:** The One-Stop Certification Process ensures consistency and quality standards across American Job Centers. The WIOA Title I Administrator led a cross-agency, multi-partner team in conducting on-site and desk reviews to validate the Local Workforce Development Board One-Stop certifications. A total of 15 comprehensive centers and five affiliate centers were reviewed by the validation team in PY17, and the remaining 32 centers will be reviewed in PY18. WIOA Title I supports the operation of 52 American Job Centers, including 17 Comprehensive Centers and 35 Affiliate Sites across Virginia's 15 local workforce development areas.

6. **Completed Co-location of the American Job Centers with the Virginia Employment Commission (VEC):** This year, the VEC finalized the consolidation of the majority of its field operations into the comprehensive career centers and provided more services onsite for employers and job seekers, resulting in an estimated savings of \$1 million.
7. **Commenced a Statewide Initiative to Provide Professional Development for Workforce Professionals:** *The Sector Strategies and Career Pathways Academy* is a statewide initiative to operationalize career pathways and sector strategies in the Commonwealth. Workforce professionals will begin taking classes in PY18, which includes an online curriculum and community of practice in which workforce professionals can share resources in an online community setting.
8. **Convened Accessibility taskforce:** Virginia’s nationally recognized accessibility taskforce focused on enhancing accessibility of the One-Stop service delivery system and the customer service experience. Two major outcomes of the taskforce were the review of the ADA Accessibility guidelines and One-Stop center certification process that now incorporates the WIOA Section 188 Disability Reference Guide checklist for communication, physical, and programmatic accessibility; and the incorporation of universal design elements into the One-Stop certification validation tool. In March 2018, Virginia was highlighted in a National Disabilities Institute nationwide webinar “State Workforce Systems that are Making Equal Opportunity a Priority: Missouri, Virginia and California”.
9. **Enhanced Partnership and collaboration:** In the Commonwealth of Virginia, several cross-agency/cross-service teams were established, including a WIOA Leadership team comprised of leaders from all four titles under WIOA and TANF and SNAP programs, a Sector Strategies and Career Pathways Academy Steering Committee, and a Business Services Team.
10. **Issued Workforce Development Policies and Administrative Guidance:** (state and local) – The WIOA Title I Administration team provided leadership and guidance in issuing Virginia Board of Workforce Development policies and issued administrative guidance via Virginia Workforce Letters

Overall, Virginia’s WIOA Title I Program has had a successful PY17 in terms of meeting WIOA Title I performance measures and implementing WIOA Title I programs.

III. APPROVED WAIVERS

Identify each waiver that the state has had in place for at least one program year and provide information regarding the state's progress toward achieving the goals and performance outcomes in ET A's letter of approval for the waiver (sec 189(i)(3)(C)(ii)) and outlined in the state's waiver request (when applicable). Discuss how activities carried out under each approved waiver have directly or indirectly affected state and local area performance outcomes. To the extent possible, provide quantitative information.

In accordance with the Secretary of the U.S. Department of Labor and the guidance from TEGL-5-18, the Commonwealth of Virginia does not have any waivers for Program Year 2017.

IV. EFFECTIVENESS IN SERVING EMPLOYERS

Identify the two approaches the state has chosen for the Effectiveness in Serving Employers performance indicator pilot. If the state is piloting a state-established measure of Effectiveness in Serving Employers, or has any other metrics to assess employer engagement, describe the measure or metric as well.

The Commonwealth of Virginia selected the Effectiveness in Serving Employers pilot measures of Retention with the Same Employer and Employer Penetration Rate. The total result of the joint efforts of the WIOA funded programs yielded the following results:

- Retention with the Same Employer: 59.1%.
- Employer Penetration Rate: 4.5%

The Virginia Board of Workforce Development (VBWD) approved VBWD Policy #403-01: Business Services Requirements in October 2017. The new policy establishes a State Business Services Team, in which state workforce program leaders and other stakeholders collaborate to enhance services provided to Virginia businesses. Key initiatives include data collection, addressing barriers to collaboration between partners, providing technical assistance, implementing a consistent statewide business services satisfaction survey, and researching technology solutions to assist with business services delivery.

The data collection on employer services, which included activities supported by WIOA funded programs and other non-WIOA funded workforce programs, provided the following results:

- 15,248 unduplicated businesses were served;
 - This number represents approximately 5.8% of the total employers in the Commonwealth.
- Workforce Recruitment Services were the most common type of service delivered;
- The top three types of businesses served by North American Industry Classification Systems (NAICS) were:
 - 31-33: Manufacturing
 - 62: Healthcare and Social Assistance
 - 54: Professional, Technical, and Scientific Services
- 77% of the businesses served employed less than 250 individuals by establishment.

See Appendix B highlighting one of Virginia’s success stories for Business Services.

V. STATE EVALUATION ACTIVITIES AND RESEARCH PROJECTS

Include brief descriptions of: (a) current or planned evaluation and related research projects, including methodologies used; (b) efforts to coordinate the development of such projects with WIOA core programs, other state agencies and local boards; (c) a list of completed evaluation and related reports and links to where they were made accessible to the public electronically; (d) State efforts to provide data, survey responses, and timely site visits for Federal evaluations; and (e) any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.

VIRGINIA’S CURRENT OR PLANNED EVALUATION AND RELATED RESEARCH PROJECTS

State Evaluation Details	Developing a Brand for Virginia's Workforce System—Needs Assessment Evaluation	Sector Strategies and Career Pathways Academy (SSCPA) Needs Assessment Evaluation	Demographic Study of the Out-of-Work in Virginia
<i>Activity Description</i>	An initiative to identify and activate a single, consistent brand to unify Virginia's workforce system. The overall goal is to create a compelling and sustainable brand for Virginia's public workforce system.	SSCPA is a statewide initiative that provides professional development for workforce professionals to operationalize Career Pathways and Sector Strategies in the Commonwealth. An online survey and focus groups were conducted to assess the need and level of training to implement the SSCPA curriculum and Community of Practice.	The study, conducted by UVA's Weldon Cooper Center for Public Service, examined the characteristics of out-of-work Virginians with particular attention to those who are out of work as a result of being unemployed or not being in the labor force (meaning neither having a job nor looking for one). Additionally, this study examined regional differences among jobless Virginians.
<i>The timeline for starting and completing the evaluation;</i>	Data was collected during the Summer of 2017: June 2017 to September 2017.	Data was collected March 2018 to May 2018.	Research project was conducted June 1, 2018 to October 31, 2018
<i>The questions the evaluation will/did address;</i>	Establish a benchmark of awareness and knowledge of Virginia's Workforce Development System (i.e. One-Stop Centers, Brand Name, etc.) and understand the system's key characteristics to develop a new brand.	Establish a benchmark of awareness and knowledge of Career Pathways and Sector Strategies from Virginia's workforce development professionals. The assessment gathered the input of Virginia's workforce staff/professionals (AJC, State Agencies, LWDBs) on their familiarity and experience with sector strategies and career pathways concepts and activities, training priorities, learning style preferences, and interests related to the Community of Practice.	This study answered the following questions: 1. Who are the out-of-work in Virginia? 2. What characteristics differentiate those who are unemployed and those who are not in the labor force? 3. Are there any regional differences among the out-of-work in Virginia?
<i>A description of the evaluation's methodology, including description of any control or comparison group and description of the analysis techniques employed;</i>	Virginia deployed a quantitative marketing study, polling a cross-section of hiring managers in a range of business sizes and industries along with a geographically diverse group of residents to establish a benchmark of awareness knowledge. In addition, workforce teams from across the state participated in multiple work sessions/focus	An online needs assessment survey was distributed by the SSCPA Steering committee to workforce professionals in Virginia's workforce system March 7 to March 24. The survey received 739 responses from seven state agencies, 15 local workforce development boards and community based organizations. Following the collection of survey responses in March 2018, a series of focus groups with over 60 participants were conducted on May 22 and May 24, 2018. The primary goal of the focus	Conducted a demographic study of out-of-work individuals in the Commonwealth by workforce region and captured the leading demographic and socioeconomic characteristics of this population in each region. A geographical unit of analysis of the out-of-work population ages 25 to 64 was provided at both state and regional levels. For the 16-to-24-year-old population, the geographic level of analysis was

State Evaluation Details	Developing a Brand for Virginia’s Workforce System—Needs Assessment Evaluation	Sector Strategies and Career Pathways Academy (SSCPA) Needs Assessment Evaluation	Demographic Study of the Out-of-Work in Virginia
	<p>groups to clarify the systems key workforce characteristics.</p> <p>In creating the brand, Virginia developed and executed a collaborative and inclusive process for gathering and synthesizing input – via online, onsite, quantitative and qualitative methods -from workforce stakeholders.</p> <p>Workforce Stakeholder shall include but are not limited to:</p> <ul style="list-style-type: none"> • Employer and Job seeker customers • Local and state workforce board leadership and staff • Representatives of other agencies administering WIOA programs • Other state and local strategic partners <p>Virginia also evaluated current public workforce development brands for all public points of the workforce system.</p> <p>Including but not limited to: On-line and at local One-Stop offices across the Commonwealth and throughout the U.S.</p>	<p>group was to validate the findings of the online needs assessment, inform curriculum development for the SSCPA and identify barriers/obstacles to the implementation of the SSCPA.</p>	<p>determined based on further examination of sample size restrictions.</p> <p>The approach to analyzing the Commonwealth’s populations was similar to the one taken by the Brookings Institution in their production of a June 2017 report entitled “Meet the out of work”. The researchers adopted the Brookings study analytical approach, making modifications as necessary to adjust for differences in sample geographies and population characteristics.</p> <p>An analysis was based on 2012-2016, 5-year American Community Survey microdata as provided in the Integrated Public Use Microdata Series (IPUMS). IPUMS consists of high-precision samples of individual demographic records drawn from federal censuses and the American Community Survey, providing the research team with maximum flexibility in selecting and customizing the most relevant data for the study.</p> <p>Data Source: The 2012-2016 five-year American Community Survey data</p> <p>Population: People ages 16-64 who are out-of-work, which includes both those who are unemployed and those who are not in the labor force.</p>

State Evaluation Details	Developing a Brand for Virginia's Workforce System—Needs Assessment Evaluation	Sector Strategies and Career Pathways Academy (SSCPA) Needs Assessment Evaluation	Demographic Study of the Out-of-Work in Virginia
<p><i>Efforts to coordinate the development of the project with WIOA core programs, other State agencies and local boards.</i></p>	<p>The Branding initiative had a cross agency, cross program steering committee that was comprised of members from Virginia's Core WIOA programs and workforce development programs in the Commonwealth.</p> <p>Additionally, cross agency/ cross program workforce teams (including LWDBs) participated in multiple work sessions/focus groups to clarify the systems key workforce characteristics to develop the new brand.</p>	<p>This project is guided by a steering committee that is comprised of Virginia's Workforce Partners including the WIOA Core Programs, state agencies that implement workforce development initiatives and representatives from the LWDBs.</p> <p>Additionally, workforce professionals from the Core WIOA programs, state workforce programs and agencies participated in the online survey and focus groups.</p>	<p>The study results shall provide useful insight to workforce development stakeholders (WIOA Core programs, Virginia's State Agencies and Local Workforce Development Boards) as they design and implement customized strategies to help various segments of the out-of-work population in the Commonwealth's diverse regions. The results will be presented to the Virginia Board of Workforce Development (State Board) and Virginia's workforce development stakeholders to develop a strategy to address Virginia's "Out of Work" population.</p>
<p><i>List of completed evaluation and related reports and links to where they were made accessible to the public electronically</i></p>	<p>Virginia Career Works Implementation Plan was completed.</p>	<p>The SSCPA Needs Assessment survey report was completed.</p>	<p>This study will be presented at the State Virginia Board of Workforce Development Meeting November 28, 2018 and published in December 2018.</p>
<p><i>State efforts to provide data, survey responses, and timely site visits for Federal Evaluations</i></p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p><i>Continuous improvement strategies utilizing results from studies and evidence-based practices evaluated</i></p>	<p>The brand is being implemented in PY18. There is an implementation plan for the new brand that LWDBs are utilizing.</p> <p>Continuous improvement strategies will be utilized throughout the implementation process by workforce stakeholders.</p>	<p>The results of the survey and focus groups are being incorporated in the SSCPA curriculum and Community of Practice that will be implemented in PY18.</p>	<p>Continuous improvement strategies will be conducted in PY18 after the results are published and presented to stakeholders in November/December 2018.</p>

VI. VIRGINIA'S APPROACH TO CUSTOMER SATISFACTION

Describe the state's approach to customer satisfaction, which may include such information used for One-Stop center certification, in accordance with 20 CFR 678.800. This description should include: 1) the state's methodologies; 2) the number of individuals/employers who were provided customer satisfaction outreach, the response rate, and efforts made to improve the response rate; 3) the results and whether the results are generalizable to the entire population of customers; and 4) a description of any continuous improvement processes for incorporating the customer satisfaction feedback.

Virginia addresses customer satisfaction primarily through the One-Stop Certification Process as outlined in the Virginia Board of Workforce Development's (VBWD) Policy #300-06, One-Stop Certification Process and its supporting Virginia Workforce Letter (VWL), VWL #17-02, One-Stop Certification Process. Virginia's policy broadly covers the requirements for Local Workforce Development Boards to evaluate the following four areas of each One-Stop center's service delivery: Effectiveness, Accessibility, Continuous Improvement and Quality Assurance. The goal is to assure that each center has been determined to meet uniform certification standards, such that businesses and job seekers can expect to encounter minimum standards of quality services regardless of location.

The VBWD One-Stop Certification Policy #300-06 specifically requires that local boards certify that evaluations take into account feedback from One-Stop customers, including a process for obtaining customer feedback for both employers and job seekers regarding One-Stop services. The supporting VWL (17-02) provides a 188 question survey covering the four elements of One-Stop certification in detail and calls for a review team to validate the LWDB One-Stop certification submissions. During the certification validation process, the multi-agency team validated that each center has a process for collecting, reviewing and incorporating both the employer and job seeker customer feedback into daily operations. Additionally the statewide WIOA Title I monitoring team reviews the use of customer satisfaction surveys as a part of the annual monitoring process. Thus the presence and use of customer satisfaction surveys is validated through multiple processes.

- 1) Virginia has taken a decentralized approach to evaluating customer satisfaction, which relies on the Local Workforce Development Boards to develop and implement customer satisfaction surveys. The fifteen individual local workforce development boards each have a customer satisfaction survey for their job seeker customers and for their business customers. In each of the areas, a customer satisfaction survey is made available to the job seeking customers through various means, such as available in the resource room in paper and electronic versions, offered to customer at the end of workshops/meetings/events in either an electronic or printed format, and some are made available on the Local Workforce Development Area website as well. The business customers are also offered an opportunity to provide customer service feedback after each event/provision of service. The business customers are also provided both paper and electronic options to participate in the survey in each local area.
- 2) Due to the decentralized nature of the approach to evaluating customer service, tracking the customer service feedback process and outcomes is done at the local level only. Anecdotal evidence from the One-Stop certification process indicates that all job seeker and business customers are provided an opportunity to participate in a customer service feedback survey and that response rates are around 15%-20% for job seekers and

around 80-90% for businesses. Many of the local areas are in the process of updating their customer satisfaction surveys this year and providing more accessible electronic versions to improve response rates.

- 3) Currently the results are only generalizable to the individual populations for each of the individual Local Workforce Development Areas.
- 4) Each Local Workforce Development Board has a process for collecting, analyzing and incorporating the customer satisfaction survey results into their daily operations. The survey results are collected and analyzed by program managers or One-Stop operators. The results are shared with the partner team members, and any resulting actions needed to improve operations are implemented through the appropriate partnership of One-Stop staff. Additionally, the WIOA Title I Administrator is reviewing the level of decentralization in the customer satisfaction survey process and analyzing the variances in survey language across the 15 local areas. This will assist in determining the potential need for additional guidance on survey content and methodologies in order to standardize the surveys across the Commonwealth. Standardizing core survey content and primary delivery methods is anticipated to positively impact response rates, the generalizability to the entire population of customers, as well as provide higher reliability in the output.

VII. WIOA COMBINED STATE PLAN PROGRESS

Progress made in achieving the state's strategic vision and goals, as described in the state's Unified or Combined State Plan, for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency.

In 2018, Virginia made modifications to the WIOA Combined State Plan (CSP), a four-year strategic (2016-2020) and operational plan for 15 federally funded programs that are a part of the workforce development system in Virginia. States are required to provide updates to their plans submitted as part of the federal requirement in implementing WIOA. The Combined State Plan Implementation Team, which has been guiding the plan's implementation, provided input and guidance on revisions. A webinar was conducted to ensure stakeholders knew how the plan was changed and how to provide public comment. A summary of the modifications to the Combined State Plan are in Appendix C. The VBWD recommended the plan to be submitted by the Governor to the U.S. Department of Labor and the DOL has approved Virginia's modifications. The modified plan can be viewed on the EleVAte website under [Virginia Board of Workforce Development](#).

The following is a list of Virginia's Goals in the Combined State Plan and progress towards them.

GOAL 1: INCREASE BUSINESS ENGAGEMENT AND DELIVER VALUE TO OUR BUSINESS CUSTOMERS

- The Virginia Board of Workforce Development issued a State Business Services Policy in March of 2018, which required the foundation of a state business services team.
- Each WIOA core partner and state workforce development programs/agencies serving business customers are required to track and report the number of business served, type of business (by NAIC), size of business, and types of services provided.
- A state rebranding initiative began, including a process of reviewing business service and materials to begin creating a set of standardized outreach materials for all workforce partners.

GOAL 2: ACHIEVE MEASURABLE SKILLS DEVELOPMENT IN OUR JOB-SEEKING CUSTOMERS IN THE FORM OF WORKFORCE CREDENTIALS THAT MATTER TO BUSINESS

- **New Economy Workforce Industry Credential:** During the 2016 session, the Virginia General Assembly passed historic legislation (HB 66 and SB 576) which established the [New Economy Workforce Industry Credential Grant Program](#). This legislation provides a pay-for-performance model for funding noncredit workforce training that leads to a credential in a high-demand field. Branded as FastForward, the details of the program are unique and outcomes-based. Now, two years into implementation of the program, Virginia is starting to see significant results from the program. FastForward students have earned over 11,000 credentials since the program's inception.
- **On-the-Job Training:** This policy went into effect July 2017 and encourages the use of On-the-Job Training (OJT) by providing an incentive to employers. Employers entering into contracts for On-the-Job Training of qualified workers may receive a reimbursement of up to 75% an individual's wages during the training period. OJT is an important business service initiative, encourages relevant work-based learning, increases employee productivity, and supports company growth.

GOAL 3: FILL JOBS IN DEMAND OCCUPATIONS THAT SHOW PROMISE FOR LONG-TERM GROWTH IN INDUSTRIES THAT ARE STRATEGIC TO VIRGINIA'S ECONOMY AND STRENGTHEN VIRGINIA'S REGIONS

- **Targeted Occupations:** In 2017 Labor market projections were updated and a revised list of targeted occupations in demand by employers was provided. A regional program alignment report provided a point-in-time review of the programs approved for the Workforce Credential Grant Program, regional demand for the targeted occupations, and real-time job posting data. The alignment report is available on the EleVAte website under [Virginia Board of Workforce Development Meetings](#). The Demand Occupations List and the approved related non-credit workforce training programs are published on the EleVAte website [under Workforce Credentials Grant](#).

GOAL 4: HELP INDIVIDUALS, INCLUDING INDIVIDUALS WITH BARRIERS, GAIN ACCESS TO THE MIDDLE CLASS AND DEMONSTRATE CAREER PROGRESSION

The Accessibility Taskforce was established in the fall of 2016 as an initiative of the WIOA Combined State Plan to focus on enhancing accessibility of the One-Stop service delivery system and the customer service experience. Virginia convened representatives from 14 workforce partners to focus on communication, programmatic and physical accessibility. The Taskforce’s approach to accessibility is inclusive and collaborative, incorporating universal design in its planning process. Two main principles guided the work of the Taskforce:

-
- 1. Access to the AJCs is everyone’s responsibility, and*
 - 2. Access to the AJCs is for everyone.*
-

Two major outcomes of the Taskforce for PY17 were the following:

- The revision of the ADA Accessibility guidelines and One-Stop center certification process that now incorporates the WIOA Section 188 Disability Reference Guide checklist for communication, programmatic and physical accessibility
- The incorporation of universal design elements into the One-Stop certification validation tool.

During Program Year 2017, the Taskforce developed and began to implement an Action Plan around the vision of an integrated and seamless One-Stop service delivery system that is welcoming and fully accessible to everyone, and where every individual has the opportunity to achieve their potential. The Action Plan lays out priorities, strategies and action steps for the Taskforce in four areas: universal access for all workforce system facilities, policies and procedures, training for all workforce partners, and communication and outreach for the workforce system. Implementation successes include: partnering with the Virginia Department for Aging and Rehabilitative Services and Virginia Centers for Independent Living to conduct accessibility surveys of the comprehensive and affiliate workforce centers; active participation of Taskforce members in the Virginia One-Stop Center Certification Validation Team’s documentation and on-site reviews; and the addition of a “Joint Program Planning” Activity to the state system of record allowing case managers to formally recognize and track cross-partner co-case management functions.

GOAL 5: ENSURE THAT WORKFORCE SYSTEM PUBLIC INVESTMENTS GENERATE A QUALITY RETURN TO VIRGINIA AND THE CUSTOMERS SERVED BY THE WORKFORCE SYSTEM

A budget analysis was conducted over a 90-day period that began in October 2017 and concluded in late December 2017. The project reviewed budgets for the Commonwealth’s State Fiscal Year (SFY) 2017 for 24 state and federally funded workforce programs in Virginia administered by eight agencies. A workgroup consisting of fiscal and program subject matter experts from each agency provided input on the project approach, data collection, and data analysis. The report and slide deck is available on the EleVAte Virginia website under [Virginia Board of Workforce Development](#) Priority & Initiatives. The document is available [here](#).

KEY FINDINGS FROM THE 2017 WORKFORCE SYSTEM BUDGET REVIEW INCLUDE:

- \$339.4 million in federal/state/local resources
- 44% was spent on workforce education and training
- 854,726 individuals served
- 32,299 businesses served
- 238,403 work-related credentials were earned, including work-readiness, financial literacy, industry-recognized certifications, and registered apprenticeship.
- 148,000 people served by the system entered into employment

Virginia's sustained focus on cross-agency, cross-programmatic workforce initiatives that put the needs of the customer first clearly demonstrate progress toward implementation of CSP's goals. For additional information about the Commonwealth of Virginia's WIOA Combined State Plan, see the [EleVAte Virginia](#) website.

VIII. SECTOR STRATEGIES AND CAREER PATHWAYS IMPLEMENTATION

Progress made in implementing sector strategies and career pathways. The discussion may include: business engagement strategies, work-based learning (including apprenticeship), work experiences for youth and adults, transitional jobs, and incumbent worker training strategies and policies in the state.

SECTOR STRATEGIES AND CAREER PATHWAYS ACADEMY (SSCPA)

In the summer of 2017, the Virginia's workforce partners joined together to create a Sector Strategy and Career Pathways Academy (SSCPA) and online Community of Practice. The collaborators in this work include:

- **THE VIRGINIA COMMUNITY COLLEGE SYSTEM;**
- **THE VIRGINIA EMPLOYMENT COMMISSION;**
- **THE VIRGINIA DEPARTMENT OF EDUCATION, ADULT EDUCATION;**
- **THE VIRGINIA DEPARTMENT FOR AGING AND REHABILITATIVE SERVICES;**
- **THE VIRGINIA DEPARTMENT OF SOCIAL SERVICES;**
- **THE VIRGINIA DEPARTMENT OF VETERANS SERVICES;**
- **THE VIRGINIA DEPARTMENT FOR THE BLIND AND VISION IMPAIRED; AND**
- **THE VIRGINIA ASSOCIATION OF WORKFORCE DIRECTORS (LOCAL WORKFORCE DEVELOPMENT BOARDS).**

A primary emphasis of this effort is to operationalize sector strategies and career pathways into Virginia's service delivery so that these approaches become the "way of conducting business" throughout Virginia's workforce system.

This is a transformational change endeavor for the entire system that seeks to apply more demand-driven approaches to serving both business and student/job seeker/worker customers. A key aim is to strengthen the ability of workforce system partners and practitioners to incorporate sector partnership and career pathway strategies and thinking as integral components in every Virginia region.

Accordingly, the project is composed of two primary components:

- Academy:

Curriculum developed for Virginia's Workforce Professionals to enhance their understanding and implementation of Sector Strategies and Career Pathways

- Community of Practice (CoP)

Online Resource that will provide system stakeholders (both public and private) a place to share practical experiences, tools and emerging best practices

In July 2017, Virginia hired a consultant, Maher & Maher, to develop the curriculum for the SSCPA. During the program year, the planning and analysis phase of the project occurred. This included forming a cross agency/cross program steering committee and a trainer workgroup, as well as conducting a needs assessment through an online survey and focus groups. In PY2018, the goal is to develop the curriculum and online platform for the Community of Practice; implement the Academy curriculum and Community of Practice; and evaluate the SSCPA outcomes.

POLICIES

The following Work-Based Learning policies and administrative guidance were approved during PY17 to enhance the implementation of sector strategies and career pathways in the Commonwealth of Virginia:

On-the-Job Training: VBWD Policy #403-03: On-the-Job Training went into effect July 2017. This policy encourages the use of On-the-Job Training (OJT) by providing an incentive to employers. Employers entering into contracts for On-the-Job Training of qualified workers may receive a reimbursement of up to 75% of an individual's wages during the training period. OJT is an important business service initiative, encourages relevant work-based learning, increases employee productivity, and supports company growth.

Incumbent Worker Training: VWL 16-05, Change 1: Incumbent Worker Training (IWT) went into effect July 2017. This VWL provides LWDAs administrative guidance on the IWT requirements, appropriate data entry and performance measure reporting. See the [EleVAte website](#) for access to policies.

IX. VIRGINIA'S PERFORMANCE ACCOUNTABILITY SYSTEM

The following is an update on Virginia's Performance Accountability System:

- *Any specific state performance measures or goals and progress towards meeting them.*

The Virginia Acts of Assembly 2015 session amended the Code of Virginia to require that Local Workforce Development Boards allocate a minimum of 40 percent of the WIOA Adult and Dislocated Workers funds to training services as defined under Section 135 (c)(3)(D) of the WIOA. These training services must lead to recognized postsecondary education and workforce credentials aligned with in-demand industry sectors or occupations in the local area or region. Local compliance with this requirement is reviewed on an annual basis.

- *Any performance deficiencies on the primary indicators of performance, which may include a description of any factors impacting performance.*

Virginia continues to assess the impact of the shift from Average Earnings to Median Earnings in the Second Quarter. With regard to this indicator, the inclusiveness of quarterly wage record data (state and WRIS) has sometimes been a challenge, and Virginia is examining the effect of supplemental data used in the median earning calculation. Additionally, a review of Credential Attainment data will be completed in order to improve data quality for this indicator.

- *The state’s common exit policy, including which ETA-funded partner programs are included in the state’s common exit policy.*

The following ETA-funded programs are included under the common exit requirement:

TITLE I – ADULT, DISLOCATED WORKERS AND YOUTH

TITLE III – WAGNER-PEYSER

TRADE ACT

NATIONAL DISLOCATED WORKER GRANTS

Virginia uses the Geographic Solutions Virtual One-Stop application and established the common exit policy within the application.

- *Negotiated performance levels for local areas for titles I and III core programs and for program years 2016-2017.*

See Appendix D for WIOA Title I Performance Levels for program years 2016-2017.

X. ACTIVITIES FUNDED BY THE STATE’S WIOA TITLE I SET ASIDE FUNDS

Activities provided with the funds reserved by the governor, which can be up to 15% of the state's allotment. In this section of the narrative, states may describe activities undertaken in whole or in part with their Governor's Reserve and how those activities have directly or indirectly impacted performance.

During the performance year, the following initiatives and services were supported with Title I state set-aside funds:

- Virginia Career Works Branding

Statewide funds supported a branding initiative to create a vibrant new brand, and accompanying brand implementation plan, for Virginia’s workforce system which compliments the federally-mandated American Job Center brand. The project was guided by Governor’s office staff in consultation with a formal steering committee comprised of system stakeholders, which included members of state and local workforce development boards. Funds expended: \$458,595

 - As part of the Virginia Career Works (VCW) implementation plan, additional statewide funds will be awarded to individual local workforce development areas in PY18 to conduct local and regional public outreach strategies to communicate the brand to stakeholders.

- The New Economy Workforce Credential Grant (WCG) Program was passed by the Virginia General Assembly in 2016 and supports workforce development by increasing access for domiciled Virginians to non-credit training which leads to credentials in high-demand fields, identified by the Virginia Board of Workforce Development, which are aligned with regionally available jobs in which there is a documented shortage. Under WCG, also known by its public-facing brand, FastForward, eligible students pay one-third of the cost of non-credit training programs.
 - Support of the FastForward Career Coach program in Virginia’s Community Colleges which assists students with career and educational planning services, credential attainment, job placement and retention. Coaches focus on serving individuals who are interested in pursuing non-credit credentials through the Workforce Credential Grant Program. Funds expended: \$1,165,267
 - Supplement the \$12.5 million Commonwealth General Fund appropriation to meet the demand for training services for Virginia’s Community Colleges which lead to high-demand workforce credentials for students participating in FastForward. Funds expended: \$1,181,489
 - Workforce Credentials Grants to 17 of Virginia’s Community Colleges to assist in the development of new, or expansion of existing, non-credit workforce training programs and partnerships that lead to the development of a well-prepared and credentialed workforce, to fill the available and emerging technician, technologist, and trade-level positions in the Commonwealth that require less than a bachelor's degree but more than a high school diploma. Funds expended: \$1,249,557
 - Contract for public outreach and education efforts for the FastForward workforce training programs. Funds expended: \$314,013

- Contract for the development and deployment of a Career Sector Strategies Academy to establish an online Community of Practice (CoP) that will provide a vehicle for allowing system stakeholders (both public and private) to share practical experiences, tools, and emerging best practices to address recurring issues. The site will build community engagement providing a powerful engine for sharing knowledge and a link to learning assets. Funds expended: \$48,156

- Support for Virginia Board for Workforce Development activities. Funds expended: \$18,662
- Support of the annual Workforce Professionals Academy (WPA) and Hire Education (HIRE ED) conference. WPA represents a three-day training opportunity to local workforce development area front-line staff administering WIOA. HIRE ED is attended by state leadership in workforce development staff. Funds expended: \$93,864
- Support of the Virginia Workforce Connection (VaWC), the WIOA Title I system of record. Funds expended: \$113,717
- Support of operations and maintenance costs of the Common Screening tool used in some American Job Centers which tracks workforce center customer flow and referrals for workforce services and collects data on job seekers, including those with disabilities and veterans. This tool will be replaced with the implementation of a technology solution in the coming fiscal year derived through the USDOL Reemployment and System Integration (RSI) grant. Funds expended: \$70,200
 - Support of a pilot for a refined Youth Career Center model in the Hampton Roads Workforce Development Area at the Virginia Beach campus of Tidewater Community College and implementation of new delivery methods for its activities. Funds expended: \$49,025
 - Support to three of Virginia's Community Colleges for the Great Expectations program which provides outreach and coaching services for youth who have experienced foster care and assists them in succeeding in their higher education, workforce training and employment opportunities. Funds expended: \$63,472

XI. RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES

The Rapid Response program underwent substantial changes in PY17. The program migrated from four sub-grants with community colleges to a single sub-grant under the Virginia Employment Commission (VEC). As a result, the Rapid Response Coordinators are integrated with the American Job Centers and VEC is utilizing labor market data and other tools to enhance the ability to match dislocated workers with new jobs before they are separated from employment.

In accordance with Worker Adjustment and Retraining Notification (WARN) Act requirements, Rapid Response staff contacted company officials within 48 hours of receipt of a WARN, held employer briefings with management, and planned employee briefings as desired by the employer. Most briefings were held before the workers left their respective companies. A team of local workforce development partners who offered direct services to impacted workers provided employee briefings, led by one of five Regional Rapid Response Coordinators. The Rapid Response Coordinators were instrumental in planning and resourcing job fairs, on-site employer resource centers, customized transition workshops and registration for WIOA and partner services.

WARN NOTICES FILED BY EMPLOYERS AND NON-WARN INFORMATION OBTAINED BY RAPID RESPONSE COORDINATORS:

	PY16	PY17
WARN Notices	65	98
Number of Affected Workers	7,635	9,706
Average number of workers per event	117	99
Non WARN	70	88
Number of Affected Workers	3,097	3,507
Average number of workers per event	44	40

SUMMARY OF RAPID RESPONSE DISLOCATED WORKER UNIT (DWU) INITIATIVES FOR PY17

- Collaborating more closely with Trade Adjustment Act Program and newly hired TAA Navigators;
- Starting to utilize new technology tools to assist with better placement of dislocated workers in employment and tracking rapid reemployment outcomes;
- Exploring ways to determine how Rapid Response and Rapid Reemployment impacts the length of time individuals are using unemployment insurance benefits;
- Integrating more deeply into the American Job centers.
- Completing and implementing a new Rapid Response Funding application;
- Implementing a Rapid Response Policy approved by the Virginia Board of Workforce Development to better align Virginia’s vision of serving dislocated workers through Rapid Response and other programs focused on dislocated workers.

Please see Appendix E highlighting one of Virginia’s success stories for Rapid Response.

RAPID RESPONSE AND LAYOFF AVERSION SERVICES

DATA ON NUMBER OF COMPANIES SERVED AND NUMBER OF INDIVIDUALS SERVED.

Of the 186 layoffs (WARN and non-WARNs) tracked by Virginia in PY17, 167 companies were served by Rapid Response. Approximately 2,000 impacted employees received informational and other services through the Rapid Response Process and 1,847 dislocated workers were registered in the Virginia Workforce Connection as receiving a Rapid Response service. Additional information packets were provided to employers for employees who did not attend information sessions.

STRATEGIES FOR LINKING RAPID RESPONSE RECIPIENTS TO AMERICAN JOB CENTERS AND PROCESSES FOR INTAKE OR CO-ENROLLMENT IN THE TRADE ADJUSTMENT ASSISTANCE AND THE DISLOCATED WORKER PROGRAMS.

The five Rapid Response Coordinators in Virginia each cover multiple local workforce development areas (LWDA) and each LWDA has a “go to” group of professionals in the American Job Centers who assist in providing services to impacted employees and companies. Rapid Response participants are provided the informational services required by the regulations and an additional survey on service needs and workshop interests is provided to the impacted employees to complete. Based on this information, additional services are provided on-site if allowed by the company. Whenever feasible, a targeted hiring event will be carried out for these employees. In addition to these services, the Virginia Employment Commission’s (VEC) Economic Information and Analytics (EIA) division creates a workbook on open employment opportunities in the area based on the skills of the impacted workforce and this information is provided to the employees. Dislocated Worker program enrollment opportunities are offered to impacted workers, including opportunities to start the enrollment onsite if possible. To document services provided to workers on-site, Rapid Response Coordinators add services to a generic program module in the Virginia Workforce Connection to track the services provided to individuals.

The inclusion of the new Trade Navigator unit at VEC has played an integral role in finding and researching layoffs that may have a potential TAA impact. This has resulted in an exponential increase in the number of TAA Petitions filed by the Commonwealth, and subsequent certifications. Rapid Response Coordinators and TAA Navigators have collaborated closely on identifying layoffs and delivering services to the impacted companies and employees. To ensure that workers receive the services they need, the VCCS and VEC have collaborated to provide training opportunities for local workforce development board (LWDB) leadership and WIOA Title I case managers on the requirements for TAA-WIOA Title I Dislocated Worker program co-enrollment. Based on the most recent information provided by the VEC, the co-enrollment rate for TAA impacted workers has increased by 12% over two quarters since this closer collaboration started.

LAYOFF AVERSION STRATEGIES, INCLUDING ANY METRICS/OUTCOMES DEVELOPED AND/OR TRACKED BY THE STATE WITH RESPECT TO LAYOFF AVERSION, SUCH AS RETURN ON INVESTMENT OR MEASURES SHOWING THE ECONOMIC BENEFITS OF RAPID RESPONSE AND LAYOFF AVERSION.

Virginia’s layoff aversion strategy is focused on connecting workers to new employment opportunities prior to layoff and connecting workers to training opportunities such as on-the-job training (OJT), individual training accounts, TAA, and state funded training programs. To track the return on investment in Rapid Response services, the Virginia Board of Workforce Development created metrics for the WIOA Title I Administrator and VEC to track, including information on training program enrollment, average duration of unemployment insurance benefits collected, return to work wages, and the estimated economic impact on state tax revenue of dislocated workers returning to employment. Both agencies are in the process of completing the report methodology and executing the report.

In PY17, the WIOA Title I Administrator updated the process for LWDBs to apply for state Rapid Response funding. The updated process is focused on making the application process fast, transparent, and focused on getting workers into training as quickly as possible. The new application specifically delineates how LWDBs may apply for Rapid Response funds for layoff aversion projects, including the LWDB's strategy and proof from the companies about their commitment to retaining jobs and their role in creating the plan.

The VEC's EIA (Economic Information and Analytics) unit is capable of researching the skills of impacted workers and connecting those skills to other plausible employment opportunities in the commutable area for the impacted employees. EIA may also use these tools to determine other economic impacts that may result from major closures and layoffs to determine if other layoffs may be triggered by a particular layoff event.

HOW RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES ARE ALIGNED WITH BUSINESS ENGAGEMENT, SECTOR STRATEGY, AND CAREER PATHWAY EFFORTS, WHICH MAY INCLUDE A DISCUSSION OF ANY SYSTEMS, TOOLS, NETWORKS OR APPROACHES DESIGNED TO IDENTIFY COMPANIES IN DISTRESS AND STRATEGIES TO DELIVER NECESSARY SOLUTIONS AS EARLY AS POSSIBLE, AS WELL AS OUTCOMES OF THE USE OF SUCH SYSTEMS OR TOOLS.

Business services teams in the field know to identify companies that may be in distress and refer those companies to the WIOA Title I Administrator, LWDB, and Economic Development. Once such a company is identified, team members will suggest potential strategies to assist the company in avoiding layoffs and provide those services as appropriate.

SPECIFIC TYPES OF SERVICES OR WORKSHOPS PROVIDED TO BOTH COMPANIES AND AFFECTED WORKERS.

Services provided to companies include the basic host of informational services to employees, workshops such as resume writing, job search strategies and interviewing, targeted hiring events, and program enrollment opportunities for WIOA Title I and Affordable Care Act Coverage. If an impacted company is assessed as being potentially TAA impacted, TAA Navigators consult with the company and assist in preparing TAA Petitions. If petitions are certified prior to the layoff occurring, TAA Information sessions are held at the employment site for the impacted employees. Companies identified as being in distress are referred to state economic development and local workforce development boards to determine what efforts and funding may help the company retain jobs.

XII. WIOA TITLE I PARTICIPANTS IN VIRGINIA'S WORKFORCE INVESTMENT SYSTEM

In Program Year 2017, more than 8100 individuals received WIOA Title I services in Virginia's Workforce System. The following are some of Virginia's many success stories of career seekers who were served by our American Job Centers:

COUPLE OBTAIN CDLS AND TRAVEL THE COUNTRY AS A TEAM

Frank and Tammy Yapple struggled to imagine they'd be living their dream lives after they both lost their jobs to company downsizing. They both wanted to be sure they could support their blended family and have quality time with each other. Frank and Tammy worked closely with Lead Career Specialist Kim Turner to enroll in CDS Tractor Trailer School. Both Yapples will admit they had a bit of friendly competition going to see who would finish at the top of the class. While Frank slightly edged out Tammy for highest honors, in the end, they both won.

The Yapples obtained their CDLs and hazmat transport certifications then accepted job offers from TWA Transports of Mt. Airy, NC. After six weeks of training with the company, Frank and Tammy hit the road together – earning a great living and exploring the country as a truck driving team. Every week, they travel to California to transport fresh produce. The Yapples turned a devastating financial challenge into an opportunity to improve their relationship, create lifelong memories and achieve lasting financial security in the in-demand transportation industry.



Left: Frank and Tammy Yapple on a trip to Santa Barbara, California.

SUCCESS IN COMBINING WIOA TRAINING WITH FINANCIAL EDUCATION SERVICES

After being laid off from his job of 13 years and applying to many jobs, D.B. discovered that he really needed to upgrade his skill set, as most of the jobs he applied for in his field required a certification.

He achieved the Information Technology Infrastructure Library (ITIL) certification and completed the formal training portion of preparation for Project Management Professional (PMP) certification. He is currently studying to take the PMP exam in mid-July 2018. WIOA assistance has been an invaluable resource for him, as he could not afford to pay for the training himself.

His WIOA Case Manager told him about the Virginia Financial Success Network (VFSN). He heard about the VFSN workshops first and thought the topics were interesting and relevant. He contacted the VFSN coach in Northern Virginia to set up a one-on-one consultation, and she took him on as one of her clients in the VFSN program.

D.B. is pleased with the discussions and homework. He is getting a handle on his financial status, which in turn is helping him make big decisions about his future--both financial and personal. The program strives to attend to each individual's unique financial and personal situation, and to help clients learn how to navigate budgeting, investing, and other financial issues and make mature, informed decisions.

ON-THE-JOB TRAINING LEADS TO CREDENTIALS IN MARITIME CAREERS

Milan W. was underemployed when he enrolled in the WIOA Title I program for adults in the summer of 2017. At the time, he was working as a part-time fast food crewmember at \$7.25 per hour and usually worked less than 30 hours per week. He is also a United States Marine Corps Reservist, working one weekend each month plus two weeks active duty per year as an Aviation Technician. He lives with his mother and two brothers, but is self-supporting. He graduated high school with honors and earned a certificate in carpentry in 2016, but had not been able to find local employment in carpentry or in the aviation field.

He applied to The Apprentice School at the Huntington Ingalls Industries/Newport News Shipbuilding Apprenticeship School and requested job development and OJT training services to facilitate his acceptance.

Milan was accepted for a Registered Apprentice slot on the Sheet Metal Worker career track. He began Registered Apprenticeship training on October 9, 2017, earning \$17.34 per hour.

Peninsula Worklink purchased the required steel-toed safety boots for him using Supportive Service funds and all was well until several weeks after he began training, when his car broke down leaving him unable to get to work. He called Peninsula Worklink immediately and requested assistance. The program was able to provide bus tickets for the next three months and he successfully completed the 576 hours of On-the-Job Training on February 2, 2018. He continues to follow-up with Peninsula Worklink regularly and, in early March, excitedly reported that he had purchased a car.



The photo shows Milan (3rd from left) in the lobby of The Apprentice School with six of his fellow apprentices, who also participated in Peninsula Worklink's OJT Program. All are on their way to self-sufficient lifestyles via earning journeyman credentials in a variety of maritime careers.

VETERAN FINDS JOB WITH ON-THE-JOB TRAINING

Tony is an Honorably Discharged Veteran who initially sought services from the Virginia Employment Commission's (VEC) Veteran Services Representative. Tony was placed into a six-week Occupational Skills Training with InfraSource, where he was able to obtain his Class A Commercial Driver License (CDL) and Pipefitter Certification.

InfraSource was happy with the progress Tony had made during the six weeks, so they contacted the VEC Veteran Services Team to inquire about On-the-Job Training (OJT) opportunities through the WIOA Adult program.

An Employer Solutions Team Representative met with InfraSource and was able to finalize an OJT agreement with them. The OJT training program provides employers the opportunity to train new employees on the specific knowledge or skills essential to performance of the job. OJT opportunities are formed through a contractual agreement between the employer and the WIOA client, with a partial wage reimbursement to the employer. This provides an incentive to the employer while providing an opportunity for the job seeker to secure a permanent position. In Tony's case the OJT employer was InfraSource, which hired Tony at \$9.25 per hour, or \$19,240 annually.

InfraSource provides a comprehensive scope of construction and professional services to the natural gas, oil, and electric power industry, and their employees are trained and certified technicians. Tony was hired as a Gas Distribution Apprentice at their Lorton, VA location. He has learned about properties of natural gas and abnormal operating conditions, excavation and backfilling, soil compaction, installation and maintenance. Once the OJT period ends, InfraSource plans to retain Tony and he hopes to receive a promotion soon.

TOOLS FOR SUCCESS WORK READINESS TRAINING LEADS TO CNA CERTIFICATION

Deloris W. started with the WIOA youth program in April 2017. Deloris has a passion for helping others so she enrolled in the CNA program in May 2017 with Southside Virginia Community College at the Lake Country Advanced Knowledge Center Location in South Hill, VA. While continuing to work on her credential Deloris participated in the 2017 WIOA Youth Summer Program and was involved in quite a few activities. She participated in a work experience activity with the Hazelwood House in South Hill, Virginia as an Adult Day Care worker. Deloris received a phenomenal reference letter for her work ethic displayed while participating in the work experience. During the summer program Deloris also completed the Tools for Success work readiness training. Deloris participated in the 3-D Imaging Dream It Do It Camp. She was one of the selected winners for her project and presentation of the skills she had learned in the camp. Deloris completed her CNA training on 7/15/17 and successfully completed the WIOA youth program on 7/28/17. Deloris received her CNA licensure on 8/19/17. Deloris obtained full-time employment with Meadowview Terrace on 9/1/17 as a CNA. Deloris is also looking to further her education in the near future with a stackable credential in Medication Aide.



Left: Deloris W. is pictured in her scrubs.

See Appendix F for Additional Success Stories for Virginia's Workforce System.

APPENDIX A

ACTIVITIES FUNDED BY THE STATE'S DISCRETIONARY FUNDS

DISCRETIONARY GRANTS

The WIOA Title I Administration team managed more than \$16.6 million in discretionary grants in PY17 from the U. S Department of Labor including the following: Disability Employment Initiative Round VIII, National Dislocated Worker Grant-POWER-ResourceFull, Workforce Innovation Fund-Virginia Financial Success Network, and Reemployment and System Integration. The WIOA Title I Administrator continues to serve as a sub-recipient of a U.S. Department of Agriculture Supplemental Nutrition Assistance Program Employment & Training grant in the amount of \$18.6 million.

POWER

During PY17, the WIOA Title I Administration team concluded implementation of the Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) National Dislocated Worker grant in the amount of \$1,472,730 to provide reemployment services to former coal industry workers needing access to jobs in emerging and growing fields. The grant served 127 workers affected by layoffs from companies in the coal mining supply chain with career services and training in order to prepare them for in-demand jobs associated with advanced manufacturing (welding, machining, and mechatronics) and the adventure tourism and outdoor recreation industries.

WIF

The WIOA Title I Administration team continues to administer the Workforce Innovation Fund (WIF) grant, also known as the Virginia Financial Success Network (VFSN), in the amount of \$11,996,152 awarded in October 2015. The WIF project, which has a goal of serving 1,800 clients, began as a randomized controlled trial at six (6) Local Workforce Development Areas (LWDAs) throughout the Commonwealth, with 50% of participants randomized into the project and 50% as a control group receiving Workforce Innovation and Opportunity Act (WIOA) services only. Coaches provide WIF participants access to financial coaching and supportive services needed to successfully enter the workforce. In October 2017, DOL-ETA directed VCCS to remove the randomization and allowed VCCS to add two (2) new LWDAs to the project. With participants who provide informed consent to enter the project, this permits all WIOA participants at eight (8) Local Workforce Development Areas to receive valuable WIF services.

REEMPLOYMENT & SYSTEM INTEGRATION

The WIOA Title I Administration team also continues to implement a Reemployment and System Integration grant awarded in September 2016 for \$1.1 million. This two-year award supports the identification of a technology solution to support implementation of a cross-agency, cross-programmatic intake screening process for clients that will result in common registration across the Dislocated Worker, Employment Service, and Unemployment Insurance programs. This project advances the mission of Virginia's Combined State Plan to drive economic growth by implementing an effective and efficient workforce ecosystem that delivers innovative, integrated, data-driven products and services aligned to meet the needs of businesses and job seekers.

DEI VIII

In October 2017, the WIOA Title I Administration team was awarded the Disability Employment Initiative (Round VIII) grant in the amount of \$2,112,681 by the U.S. Department of Labor – Education & Training Administration (DOL-ETA). The DEI project is the second round awarded to VCCS (following DEI Round IV), and its primary goal is to help individuals with disabilities acquire marketable skills and post-secondary credentials that enable them to secure competitive employment in the occupation of Information Technology (IT). The award focuses on the Northern Virginia region, which has an ongoing need for IT workers. The statewide DEI project team involves multiple organizations, including the Virginia Department for Aging and Rehabilitative Services (DARS), which administers supporting agreements with the Virginia Employment Commission (VEC), Virginia Department of Education (VDOE), the Virginia Adult Learning Resource Center (VALRC); two Local Workforce Development Areas (LWDAs); the Northern Virginia Technology Council (NVTC); and other entities. This statewide team works to build IT curricula and training programs; engage IT businesses and address employer concerns around hiring individuals with disabilities; and target outreach efforts to adults with disabilities.

APPENDIX B

BUSINESS SERVICES SUCCESS STORY-NEWPORT NEWS SHIPYARD

Virginia Career Works Hampton Region (Local Workforce Development Area 16) and Virginia Career Works Greater Peninsula Region (Local Workforce Development Area 14) have a long-running relationship with Huntington Ingalls, supporting them during times of expansion, as well as contraction.

In this booming economy, Newport News Shipbuilding - Huntington Ingalls Industries expects to hire 4,000 people over the few years. The Local Workforce Development Boards (LWDBs) are helping with recruitment/retention and connecting the company to potential training providers. Numerous information sessions have been held at the Virginia Career Works locations in Hampton Roads and for their hiring this year, these centers will be assisting the Newport News Shipbuilding with finding candidates in addition to more funding through the On-the-Job (OJT) program.

In previous downturns in the economy, both Virginia Career Works regions have conducted Rapid Response services for those being laid off and helped retrain these people for other jobs available in the local shipbuilding industry. During this time, the LWDBs used OJT funding to retrain laid off workers as welders, a very high demand job. Both regions have also used OJT funding to assist the Newport News Shipbuilding Apprentice School with new apprentices and the relationship with the apprentice school is on track to continue.

The Virginia Career Works regions partner with The Apprentice School at Newport News Shipbuilding to provide the OJT reimbursement incentive for eligible Registered Apprenticeship candidates.

The two regions stay in close contact to ensure consistency in training plans and the number of training hours for each OJT Agreement. WIOA participants receive supportive service assistance, such as vouchers for the purchase of steel-toed safety boots required for all career tracks, prescription safety glasses if needed, and transportation assistance as necessary.

Since February 2017, Virginia Career Works Hampton Roads and Virginia Career Works Greater Peninsula have partnered with The Apprentice School to enroll twenty-five (25) Registered Apprentices in On-the-Job Training Agreements, with a successful completion rate to date of 80%, and five (5) participants are still in the process of completing their OJT hours.

The LWDBs' partnership with Huntington Ingalls has reciprocal benefits. Huntington Ingalls is a good corporate citizen and is involved in regional economic development activities. In addition, the company's director of training serves on the Virginia Career Works Hampton Roads Workforce Development Board and the executive committee, while the shipyard's Manager for Craft Training at the Apprentice School serves in a similar capacity on the Greater Peninsula Workforce Development Board. Maintaining a partnership in good times and bad is what ensures that both the LWDBs and the company are available for one another in times of need.

APPENDIX C

The following document is a summary of the modifications to Virginia's Combined State Plan.

This document provides a summary view of the modifications to Virginia's Combined State Plan.

STRATEGIC ELEMENTS

II. a. Economic and Workforce Analysis:

- Updated section provided by the Virginia Employment Commission in entirety.
- Updated to remove reference to Elevate Virginia;
- Restates responsibility of the VCCS and VEC to jointly-administer the system;
- Amends reference to DOE to include administrative consolidation and rename of division (OCTAE);
- Adds responsibilities for Rapid Reemployment services to VEC;
- References Combined State Plan Implementation team as body supporting implementation of the plan.

II. b. State Strategic Vision and Goals

- Updated Goal 4: *Help individuals, including individuals with barriers to employment, gain access to family sustaining wages and jobs that provide opportunities for career progression.*
- Strategy 3 - Transform the workforce service delivery system – amended to include the unified branding strategy.

III. Operational Elements

Updated to reflect changes to role of Chief Workforce Development Advisor, eliminating reference to Secretary of Commerce and Trade.

State Board Functions: Updated reference to Board staffing, new staff Workforce Advisor, Deputy Advisor and Policy Analyst

III. A. Implementation of State Strategy

Updated to reference Combined State Plan Implementation Team

Update to include contemporary reference to Common Intake Project. (VCCS to provide)

Update to include reference to Career Pathways Academy (VCCS to provide)

Coordination, Alignment and Provision of Services to Employers – updated to reflect new Business Service policy.

Partner Engagement with Other Education and Training Providers – eliminated reference to Governor's Competition for Talent Solutions.

Leveraging Resources to Increase Educational Access - Added Workforce Credential Grant program overview

Improving Access to Postsecondary Credentials - Add Workforce Credential Grant Program

Future Initiatives (changed tense as “recent initiatives) Future revisions will emphasize this legislative session, summary of Governor Northam’s priorities, etc.

Coordinating with Economic Development Strategies

Update per VEDP Plan

Add reference to GO Virginia Growth and Diversification Plan

III. b. State Operating Systems and Policies

Update Organizational Chart

State Board Description

Update to reflect waiver request, denial and legislative changes. Update Board Roster.

Remove references to Quality Standards for One Stops

Assessment of One-Stop Partner Programs

Remove reference for Quality Standards Policy and replace with reference for Certification

Program Data – Data Alignment and Integration

Add Common Intake Project

Updated - Accessibility of One-Stop Delivery System for English Language Learners

PROGRAM-SPECIFIC REQUIREMENTS FOR CORE PROGRAMS

TITLE I A& B – Adult, Dislocated Workers, and Youth Programs

There were no substantive changes in the WIOA Title I Section. The following are some of the major updates:

- Regions and Local Workforce Development Areas , Commonwealth Process for Redesignating a LWDA;
- Added information from Policy 200-07, Process for Requesting Local Workforce Development Area Redesignation; Redesignation Assistance;

- Statewide Activities. (C) In addition, describe the State policies and procedures to provide Rapid Responses in cases of natural disasters including coordination with FEMA and other entities;
- Added information regarding the provision of Rapid Response of Layoff Event Services have transitioned from four Community Colleges to the VEC to provide rapid reemployment services;
- Describe how the State will implement and monitor the priority for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient in accordance with the requirements of WIOA sec. 134(c)(3)(E), which applies to individualized career services and training services funded by the Adult Formula program;
- Added new language based on priority of service policy;
- Waiver Request;
- Removed language requesting a waiver for the State Workforce Development Board Membership Requirements;

TITLE II - Adult Education and Family Literacy Act Programs

- **Section A:** Updated to reflect professional development and technical assistance that has been delivered on the topic of standards-based instruction over the past two years, including the publication of technical assistance roadmap that includes a definition of full implementation.
- **Section B:** Updated to reflect that the competition for new adult education providers occurred in 2017. The processes of running the competition and the outcomes are discussed. Requirements for annual continuation applications from funded providers are described.
- **Section C:** Updated to reflect the outcome of the competition for providers of corrections education, including the types of programming that is currently being offered.
- **Section D:** Updated in question 1 and 2 to reflect the outcomes of the competition held in 2017. Priorities of technical assistance to eligible providers are described. Requirements for annual continuation applications from funded providers are described.
- **Section E:** Updated throughout to describe accomplishments and state goals under each required leadership activity with a special emphasis on the roles that the Virginia Adult Learning Resource Center fulfills as a professional development program. Permissible activities are thematically described with co-occurring activities noted.

- **Section F:** Updated to more fully describe the monitoring and evaluation efforts launched with the completion of the competition. Priorities and monitoring tools and timelines are described.
- **GEPA:** New section on GEPA added, noting that providers will respond to these requirements in continuation applications and these assurances will become part of the monitoring cycle.

TITLE III – Wagner-Peyser

- This section updates the description of the Wagner-Peyser program in Virginia.

Agricultural Outreach Plan

- This section contains updated data on Virginia’s migrant and seasonal farm workers and their employers. It provides the most recent demographic details; crop types, regions, and seasons; agricultural workforce statistics; health and safety data; and a catalog of outreach activities to agricultural workers and growers.

TITLE IV – Vocational Rehabilitation

Department for Aging and Rehabilitative Services

- Section A - Input of the State Rehabilitation Council

DARS updated recommendations provided by the State Rehabilitation Council during FFY 2017 related to Vocational Rehabilitation (VR) program involvement. Recommendations addressed the status of the Order of Selection, building partnerships with the workforce community, implementation of Pre-Employment Transition Services, enhancing career pathways, improving wages and the number of hours worked by consumers, and exploring increases in Supported Employment expenditures.

- Section C -- Cooperative Agreements with Agencies Not Carrying Out Activities Under the Statewide Workforce Development System

DARS updated training and technical assistance activities provided by the Virginia Assistive Technology Systems (VATS) to DARS’ staff and targeted audiences on assistive technology resources.

- Section D – Coordination with Education Officials

DARS outlines current outreach practices to students and updates collaborative activities.

- Section F -- Arrangements and Cooperative Agreements for the Provision of Supported Employment Services

DARS updated activities pertaining to Supported Employment services.

- Section G – Coordination with Employers

DARS included recent initiatives including legislation enacted by the 2017 Virginia General Assembly with the goal of improving employment for individuals with disabilities.

- Section I – Comprehensive System of Personnel Development: Data System on Personnel and Personnel Development

DARS has clarified the number of staff positions, vacancies, and titles.

DARS has updated the institutions in the Commonwealth that prepare Vocational Rehabilitation (VR) professionals.

DARS has updated the plan for recruitment, preparation, and retention of qualified personnel.

DARS has modified the personnel standards for Vocational Rehabilitation Counselors.

DARS has updated the section on personnel to address individual communication needs.

- Section J – Statewide Assessment

DARS describes plans for the upcoming Comprehensive Statewide Needs Assessment (CNSA).

DARS updated disability statistics from the 2017 Annual Disability Statistics Compendium.

- Section K – Annual Estimates

DARS updated the annual estimates.

- Section L – Goals and Priorities

DARS discussed the results from the 2016 Consumer Satisfaction Survey.

- Section M – Order of Selection

DARS updated the service and outcome goals from FFY 2017.

- Section N – Goals and Plans for Distribution of Title VI Funds

DARS updated estimates for individuals to be served with Title VI funds (Supported Employment).

- Section O – State's Strategies

DARS updated Strategy 1 to include expansion of the Autism Speaks Comprehensive Assessment and Service program to all seven DARS districts.

DARS updated Strategy 1 to include information about the Commonwealth's Assistive Technology program.

DARS updated Strategy 1 to reflect the expansion of Project SEARCH sites which serve transition-age youth.

DARS updated Strategy 1 to outline agency-wide tele-rehab initiatives which improve access to services.

DARS updated Strategy 2 to reflect current assistive technology service and initiatives.

DARS updated Strategy 3 to discuss the upcoming 2019 Comprehensive Statewide Needs Assessment (CNSA).

DARS updated Strategy 4 to update the number of open cases that were students with disabilities and to reflect current Pre-Employment Transition Services initiatives and Project Search activities.

DARS updated Strategy 7 to better reflect components of the statewide workforce development system.

DARS updated Strategy 8, Priority 2 to outline legislation enacted by the 2017 General Assembly with the goal of improving employment for individuals with disabilities.

DARS updated Strategy 8, Priority 3 to reference Wilson Workforce and Rehabilitation Center's (WWRC) most recent Blueprint for Direction 2018-2020.

DARS updated Strategy 8, Priority 5 to update information about Project SEARCH. Information was also updated to reflect current performance metrics for developing Individualized Plans for Employment (IPEs), successful employment outcomes, and the competitive employment rate. Information for FFY2017 median hourly earnings was also included. Information on WWRC's performance metrics was also updated.

- Section P – Evaluation and Reports of Progress: VR and Supported Employment Goals

A. Identify The Strategies That Contributed To The Achievement Of The Goals.

DARS updated Goal 1 to update projections for progress. DARS also updated data to reflect FFY 2017 indicators, median hourly earnings of consumers, and, the percentage of successful employment outcomes.

DARS updated Goal 1.7 to reflect collaborative efforts with employers and businesses. WWRC initiatives and ongoing business partnerships with the business community were also outlined.

DARS also updated projections on the number of WWRC's VR consumers who projected to achieve successful employment outcomes. FFY 2017 data was also included.

DARS updated Goal 2 to reflect updated indicators.

DARS updated Goal 3.2 to reflect projections on the number of DARS consumers obtaining Career Readiness Certificates at WWRC. FFY 2017 numbers were also included.

DARS updated Goal 3.5 to update collaborations with Employment Network agreements

DARS updated 3.6 to update DARS' partnerships the Commonwealth Comprehensive Workforce Centers.

DARS updated 3.7 to reflect FFY 2017 Work Incentives Specialist Advocates (WISA) authorizations.

DARS updated 3.8 to reflect existing Partnership Plus Employment Network partners.

DARS updated Goal 4 to reflect current assistive technology training activities.

DARS updated Goal 5 for serving students with disabilities to reflect FFY 2017 data .

DARS updated Goal 6 for serving special populations such as VR consumers from different ethnic backgrounds, veterans receiving VR services, consumers with Autism Spectrum Disorders (ASD).

DARS updated Goal 7.1 to reflect WWRC's programming to reflect FFY 2017 data.

DARS updated Goal 7.2 to discuss WWRC's specialty case load initiative.

DARS updated Goal 7.3 to outline current business engagement initiatives targeting WWRC's Workforce Training programs.

DARS updated Goal 7.4 to outline WWRC's efforts in implementing effective customer satisfaction system and ongoing initiatives to strengthen customer satisfaction.

B. Describe the Factors that Impeded the Achievement of the Goals and Priorities.

DARS updated the impact that the transition population has on achievement of the goals and objectives of the program.

DARS updated Goal 2. A. to reflect current expenditures and goals in the Supported Employment Program.

- Section Q - Quality, Scope, and Extent of Supported Employment Services

DARS updated estimates regarding Supported Employment services to reflect FFY 2017 data.

Department for the Blind and Visually Impaired

- Section A - Input of the State Rehabilitation Council

DBVI Updated the timing of the State Plan – “During February and March 2018, DBVI developed and updated the 2018 State Plan”.

DBVI explains the decision to close categories in the Order of Selection process; additional information is also included in Sections K and M.

DBVI updates recommendation number nine from the SRC

- Section D – Coordination with Education Officials

DBVI explains current outreach practices to students

- Section G – Coordination with Employers

DBVI explains the current reporting process for businesses served

- Section I – Comprehensive System of Personnel Development: Data System on Personnel and Personnel Development

DBVI clarifies number of staff positions, vacancies, and titles.

The former Workforce Development team is now referred to as the Business Relations team.

DBVI updates the Personnel Development

DBVI removes the section of personnel development describing the “Investing in Our Workforce” (IOW) training. Other training options are currently being explored.

- Section J – Statewide Assessment

DBVI describes current plans for a comprehensive statewide needs assessment

- Section K – Annual Estimates

DBVI updates the annual estimates for this state plan cycle

- Section L – Goals and Priorities

DBVI removes discussion of the Learning Collaborative Project (LCP) since the project has been completed and the results from the project have been incorporated into DBVI business practices and relevant strategic planning activities.

- Section M – Order of Selection

DBVI updates Order of Selection definitions

- Section N – Goals and Plans for Distribution of Title VI Funds

DBVI updates estimates for individuals to be served with Title VI funds (Supported Employment)

- Section O – State’s Strategies

Throughout this Section, and DBVI’s entire State Plan, DBVI updates old “Workforce Unit” language with current “Business Relations” titles and role names. Additionally, throughout this

Section, and DBVI’s entire State Plan, DBVI updates calendar years for this state plan cycle and current dates.

DBVI updates Strategy 1.1 to include the new business service reporting measure

DBVI updates a measure for Strategy 5.1 to include the Director of Workforce Services in the measure.

DBVI updates a measure for Strategy 5.3 regarding vendor agreements with qualified providers to provide pre-employment transition services for students

DBVI removes Strategy 1.2 from the Innovation and Expansion Activities regarding purchase of new training materials to be used as loaner materials. DBVI will use current resources available for loaner materials as determined appropriate by VR and Rehabilitation Technology staff.

DBVI includes a new Goal for Innovation and Expansion Activities to enhance services to students and youth and to increase employment in high demand occupations.

- Section P – Evaluation and Reports of Progress: VR and Supported Employment Goals

DBVI reports on supported employment services

DBVI updates spending amounts for innovation and expansion activities

DBVI updates report of progress for innovation and expansion goals.

Performance table updated for Core Programs.

Title I Performance Indicators

The Workforce Innovation and Opportunity Act (WIOA) presents some unique challenges when developing performance goals for Program Years 2018 and 2019. Changes to the timeframes used for the actual performance measures impacts the availability of historical data that would usually be considered when developing goals for the new two-year cycle. Although the Department has lessened the impact of this by allowing another two years to form a baseline, data availability impacts the Adult and Dislocated Worker Employment in Quarter 4 after exit and the Youth Employment/Education in Quarter 4 after exit measures. A complete 12month cycle of Title I participant exits and outcome data is slowly becoming available.

For the WIOA Title I Adult, Dislocated Worker and Youth programs, the Commonwealth of Virginia is proposing the following measures for consideration by the U.S. Department of Labor:

Proposed Program Year 2018 and 2019 Performance – State Level	
WIOA Title I Performance Indicator	PY 2018 and 2019 Levels
ADULT	
Employment Rate 2 nd Quarter after Exit	80

Employment Rate 4 th Quarter after Exit	85
Median Earnings 2 nd Quarter after Exit	\$5500
Credential Attainment within 1 year after Exit	75
Measurable Skill Gains	Baseline
Effectiveness of Core Programs in Serving Employers	Baseline
DISLOCATED WORKERS	
Employment Rate 2 nd Quarter after Exit	89
Employment Rate 4 th Quarter after Exit	85
Median Earnings 2 nd Quarter after Exit	\$8700
Credential Attainment within 1 year after Exit	74
Measurable Skill Gains	Baseline
Effectiveness of Core Programs in Serving Employers	Baseline
YOUTH	
Employment Rate 2 nd Quarter after Exit	69
Employment Rate 4 th Quarter after Exit	60
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year after Exit	77
Measurable Skill Gains	Baseline
Effectiveness of Core Programs in Serving Employers	Baseline

The majority of the measures presented in the above chart are reflective of our review of WIOA data and trends that we have identified. Although continuous improvement is a critical part of the State's performance management process, there needs to be some recognition of the challenges faced when forecasting performance outcomes in the absence of sufficient historical and contemporary data. Additionally, the workforce system is still evolving with the implementation of WIOA and the development of State initiatives that may move program outcomes in a slightly different direction. Virginia has a number of credential initiatives in place that emphasize shorter term non-credit training. An increased emphasis on work-based learning may also impact program outcomes.

As we progress from the first two years of the WIOA performance indicators and build a more comprehensive dataset (program and financial), we will be better able to develop performance indicators that reflect changes and growth in the Virginia Career Works system.

PROGRAM-SPECIFIC REQUIREMENTS FOR COMBINED STATE PLAN PARTNER PROGRAMS

Virginia Employment Commission

Trade Adjustment Assistance

- This section contains updated data about Virginia's Trade Adjustment Assistance program. It describes new policies regarding service to employers, and provides specific trading, demographic, and financial data about the program.

Jobs for Veterans State Grants

- This section updates data detailing the percentage of LVERS and DVOPs in Virginia.
- This section contains updated data on Virginia's veterans' employment grant. It explains recent changes in staff roles and grant administration, and deletes superfluous and outdated data.

Unemployment Insurance

- This section contains updated data about Virginia's Unemployment Insurance program. It contains a current abbreviated version of Virginia's State Quality Service Plan.

Department of Social Services

TANF VIEW¹ - No Changes

SNAP E&T²

- 1) More thorough description of all components.
- 2) Added non-work registrants to target audience for each component.
- 3) Addition of a Budget Narrative and Justification (pgs. 16-17).
- 4) Addition of two new SNAP E&T agencies.
- 5) As funding changes for the year, costs were required to be adjusted.

¹ Virginia's TANF plan is a 27-month plan. No modifications are required at this time.

² Virginia's modified SNAP E&T Program plan was approved in September 2017 for program-year beginning October 2017.

Virginia Department of Education

Secondary Perkins

- Acronyms were updated and clarified.
- Secondary school completion options were added for completeness of information.
- Demographics on page 2 were updated with U.S. Census data.
- Secondary Career and Technical Education enrollment number was updated for school year 2016-2017.

Postsecondary Perkins – No Changes

Department of Labor and Industry

Registered Apprenticeship

- Addition of ApprenticeshipUSA Accelerator grant.

Questions or Comments?

Please contact:

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APPENDIX D

WIOA TITLE I NEGOTIATED PERFORMANCE LEVELS FOR PROGRAM YEARS 2016-2017 STATE AND LOCAL WORKFORCE DEVELOPMENT AREAS (LWDA)

STATE-Virginia	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	77.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$5,500
Credential Attainment within 1 year	60.1
Measurable Skills Gain	Baseline
Effectiveness in Serving Employers	Baseline
Dislocated Workers	Negotiated Levels
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline//
Effectiveness in Serving Employers	Baseline
Youth	Negotiated Levels
Employment Quarter 2 after Exit	63.0
Employment Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline
Effectiveness in Serving Employers	Baseline

LWDA 01 – Southwestern Virginia	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	77.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Workers	Negotiated Levels
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline

LWDA 02: New River/Mt Rogers	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	73.2
Employment Quarter 4 after Exit	73.4
Median Earnings 2 nd Quarter after Exit	\$4,476
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels

LWDA 02: New River/Mt Rogers	
Employment Quarter 2 after Exit	80.2
Employment Quarter 4 after Exit	74.9
Median Earnings 2 nd Quarter after Exit	\$5,773
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline

LWDA 03: Western Virginia	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	77.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$5,500
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0

LWDA 03: Western Virginia	
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline

LWDA 04: Shenandoah Valley	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	72.2
Employment Quarter 4 after Exit	70.1
Median Earnings 2 nd Quarter after Exit	\$2,700
Credential Attainment within 1 year	65.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	78.2
Employment Quarter 4 after Exit	74.6
Median Earnings 2 nd Quarter after Exit	\$3,915
Credential Attainment within 1 year	80.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	70.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	62.0
Measurable Skills Gain	Baseline

LWDA 06: Piedmont Workforce Network	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	73.8
Employment Quarter 4 after Exit	78.3
Median Earnings 2 nd Quarter after Exit	\$3,286
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	77.8
Employment Quarter 4 after Exit	83.0
Median Earnings 2 nd Quarter after Exit	\$6,027
Credential Attainment within 1 year	74.1
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	72.4
Employment/Education Quarter 4 after Exit	61.5
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	65.0
Measurable Skills Gain	Baseline

LWDA 07: Region 2000	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	77.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$5,500
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels

LWDA 07: Region 2000	
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline

LWDA 08: South Central	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	65.0
Employment Quarter 4 after Exit	61.9
Median Earnings 2 nd Quarter after Exit	\$3,226
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	67.2
Employment Quarter 4 after Exit	54.0
Median Earnings 2 nd Quarter after Exit	\$3,705
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	29.1

LWDA 08: South Central	
Employment/Education Quarter 4 after Exit	58.1
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	52.5
Measurable Skills Gain	Baseline

LWDA 09: Capital Region	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	74.1
Employment Quarter 4 after Exit	77.1
Median Earnings 2 nd Quarter after Exit	\$5,166
Credential Attainment within 1 year	70.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$6,577
Credential Attainment within 1 year	72.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	64.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline

LWDA 11: Northern Virginia	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	74.1
Employment Quarter 4 after Exit	77.1
Median Earnings 2 nd Quarter after Exit	\$5,500
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	68.0
Measurable Skills Gain	Baseline

LWDA 12: Alexandria/Arlington	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	80.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$5,500
Credential Attainment within 1 year	84.1
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels

LWDA 12: Alexandria/Arlington	
Employment Quarter 2 after Exit	83.0
Employment Quarter 4 after Exit	85.0
Median Earnings 2 nd Quarter after Exit	\$9,427
Credential Attainment within 1 year	86.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	87.0
Employment/Education Quarter 4 after Exit	73.5
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	73.9
Measurable Skills Gain	Baseline

LWDA 13: Bay Consortium	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	68.0
Employment Quarter 4 after Exit	74.0
Median Earnings 2 nd Quarter after Exit	\$5,500
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	78.0
Employment Quarter 4 after Exit	80.0
Median Earnings 2 nd Quarter after Exit	\$7,600
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	56.0

LWDA 13: Bay Consortium	
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline

LWDA 14: Greater Peninsula	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	65.5
Employment Quarter 4 after Exit	71.3
Median Earnings 2 nd Quarter after Exit	\$3,795
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	75.4
Employment Quarter 4 after Exit	74.9
Median Earnings 2 nd Quarter after Exit	\$4,356
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	61.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	52.5
Measurable Skills Gain	Baseline

LWDA 15: Crater Region	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	63.7
Employment Quarter 4 after Exit	40.5
Median Earnings 2 nd Quarter after Exit	\$4,621
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	60.0
Employment Quarter 4 after Exit	35.0
Median Earnings 2 nd Quarter after Exit	\$6,898
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	63.0
Employment/Education Quarter 4 after Exit	52.3
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	62.5
Measurable Skills Gain	Baseline

LWDA 16: Hampton Roads	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	71.5
Employment Quarter 4 after Exit	76.3
Median Earnings 2 nd Quarter after Exit	\$4,885
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels

LWDA 16: Hampton Roads	
Employment Quarter 2 after Exit	78.0
Employment Quarter 4 after Exit	76.0
Median Earnings 2 nd Quarter after Exit	\$6,100
Credential Attainment within 1 year	64.0
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	62.97
Employment/Education Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	62.0
Measurable Skills Gain	Baseline

LWDA 17: West Piedmont	
Adult	Negotiated Levels
Employment Quarter 2 after Exit	66.9
Employment Quarter 4 after Exit	71.7
Median Earnings 2 nd Quarter after Exit	\$2,600
Credential Attainment within 1 year	61.0
Measurable Skills Gain	Baseline
Dislocated Worker	Negotiated Levels
Employment Quarter 2 after Exit	70.0
Employment Quarter 4 after Exit	60.0
Median Earnings 2 nd Quarter after Exit	\$3,700
Credential Attainment within 1 year	71.8
Measurable Skills Gain	Baseline
Youth	Negotiated Levels
Employment/Education Quarter 2 after Exit	55.0

LWDA 17: West Piedmont	
Employment/Education Quarter 4 after Exit	70.0
Median Earnings 2 nd Quarter after Exit	Baseline
Credential Attainment within 1 year	52.5
Measurable Skills Gain	Baseline

APPENDIX E

RAPID RESPONSE SUCCESS STORY

COMMUNICATIONS CORPORATION OF AMERICA

A massive fire destroyed the Communications Corporation of America (CCA), a 122,000 square foot printing plant in Culpeper County, Virginia on Saturday, August 26, 2018. The disaster left over 300 employees without jobs, wreaking havoc on this small community.

The Northern Regional Rapid Response team sprang into action, contacted CCA's human resources director and coordinated a conference call for local partners. Working together, the local Virginia Career Works Center, Virginia Employment Commission, Germanna Community College, Virginia Department for Aging and Rehabilitative Services, Virginia Department of Social Services, EnrollVA, Culpeper Chamber of Commerce, Local Economic Development Authority, Local Literacy Council, and the Free Clinic of Culpeper, developed a plan to support the 300 affected employees.

Germanna Community College volunteered to host Rapid Response events and open 50 computer terminals for the employees to file unemployment benefits on-site. CCA posted information on the company's Facebook page and the local newspaper advertised the events as well. The Virginia Employment Commission provided assistance with unemployment insurance claims and registering for work in the Virginia Workforce Connection. Partner agencies set up tables to answer questions and conduct on-site registration for their programs.

The Rapid Response events were standing room only. A sub-contractor of CCA sent a representative to speak to the employees, which included an opportunity to apply for jobs and conduct on-site interviews for open positions.

As part of the continuing effort to assist CCA employees, the local Virginia Career Works Center along with the Chamber of Commerce, hosted a job fair a week later at Germanna Community College. At least 28 employers interested in hiring the displaced workers were in attendance.

APPENDIX F

ADDITIONAL SUCCESS STORIES

VETERAN JOB EVENT DRAWS LARGE CROWDS IN HAMPTON

More than 50 transitioning military, veterans, military retirees, spouses, National Guard service members, and reservists attended the “Transition on the Go” event on March 8, 2018 in Hampton, Virginia.

Attendees had a full day of training and resources on “How to Apply for a Federal Job,” their VA Benefits, interview and dress-for-success tips, and how to use social media in their transition to their new career. Guest speakers also attended, and many related their own transition stories.

To close out the successful event an “Employer’s Panel” was held with speakers from Spectrum, Greg Garrett Realty, Advanced Technology Institute (ATI), Newport News Shipbuilding, City of Norfolk, Cambridge and Smithfield Foods. The event was sponsored by the Fleet and Family Support Centers (Yorktown & Newport News), Joint Base Langley-Eustis (Army Community Service); Langley Airman & Family Readiness Center, Fort Eustis Soldier for Life Transition Assistance Program (SFL-TAP), Coast Guard Work Life Program, Virginia Employment Commission, Peninsula Worklink, Peninsula Council for Workforce Development, Virginia Peninsula Chamber of Commerce, and Newport News Shipbuilding.

DRIVEN TO SUCCEED: A TICKET TO WORK PARTICIPANT FINDS NEW OPPORTUNITIES ON THE ROAD

After being discharged from the military in the 1980s, Eric started a career as a correctional officer at maximum-security prisons in Florida and Nebraska. However, in 1993, he could no longer work and was provided Social Security disability benefits for Post-Traumatic Stress Disorder. He later attempted a return to work with the criminal justice system but found the stress detrimental to his health.

In November 2017, he visited his local Northern Virginia SkillSource Workforce Center, prepared to try work one more time. He knew what he could and could not do, but needed guidance on the local labor market and how to make a career transition. With commercial drivers in high demand throughout the Northern Virginia region, the earnings and flexibility that accompany a Commercial Driver’s License (CDL) appealed to him. Workforce Center staff connected Mr. H to the Ticket to Work program. He received information on how earnings would impact his disability benefits and was dual-enrolled in SkillSource’s Employment Supports for Lifelong Achievement (ESLA -TANF) program which funded his CDL training and exam. The only thing keeping him from starting his training was the driving school’s holiday schedule. Despite this, he assigned his Ticket to SkillSource, completed his training, received his Class B Commercial Driver’s License,

and started a new job, all in under two months. Armed with a new credential within an in-demand occupation, he is earning \$17.35 per hour as a bus operator and well on his way to replacing his disability cash payments with earnings.

The SkillSource Group became an Employment Network in the Social Security Administration's Ticket to Work (TTW) program in 2010 to further serve job seekers with disabilities. The program provides Social Security disability beneficiaries the opportunities and supports needed to maximize their economic self-sufficiency through employment and eventual transition off cash benefits. In July 2018, SkillSource exceeded \$1 million in Ticket revenues received through the TTW program.

IT SECTOR / PROJECT MANAGEMENT PROFESSIONAL

PMP CERTIFICATION HELPS IT PROJECT MANAGER GET BACK TO WORK

Elizabeth applied to receive WIOA assistance in December 2016 after she was laid off from her job as an IT Project Manager. She had over ten years of IT experience and was frustrated that she had not obtained new employment after many interviews. Elizabeth had noticed that her lack of credentials and degree were inhibiting her from furthering her career. She knew she needed to upgrade her skills to be a competitive candidate and continue working in the IT industry, so she applied for WIOA assistance as a Dislocated Worker and met with her case manager to discuss her career and training goals.

Elizabeth explained that she noticed most positions she was interviewing for preferred a Project Management Professional (PMP) credential that she did not have and felt that her skills had grown obsolete.

With the help and guidance of her WIOA Case Manager in Northern VA, Elizabeth was able to enroll in a Project Management training course to upgrade her skills and knowledge and help her prepare for the PMP credential exam. After completing training, Elizabeth took and passed the PMP exam in March 2018, earning a widely respected credential in the IT/Management industry, and obtained employment as an IT Project Manager earning \$57.00 per hour, or \$118,560 annually.

MEDICAL PROFESSIONS

TRAINING AND CERTIFICATIONS HELPS IMPROVE SITUATION FOR SINGLE MOM

A 37-year-old Middle Peninsula single mother of three enrolled into WIOA in September of 2017. She worked part-time and received SNAP benefits. She completed a Nurse Aide training program, secured her state board license and obtained a position as a nurse aide.

She completed the Medication Aide Certificate program, obtained her state board license for medication aide and received a promotion and a raise. She is no longer receiving SNAP benefits and is very happy and satisfied with her current career progress. She hopes to continue with her education and someday become a Registered Nurse.

MEDICAL ASSISTANT LANDS JOB

An Eastern Shore woman participated in the WIOA adult program and trained to be a Medical Assistant. She not only completed training but also earned several credentials within the program including a Medical Billing & Coding certification, Medical Office Administrative Assistant certification, and of course the Medical Assistant certification. Despite her success, she could not find a job.

After revamping her resume and participating in WIOA sponsored mock interviews, she began networking to find out exactly what employers were looking for in medical personnel. She accepted a job with a private employer to work as lead caregiver to their aging mother. The job comes with bonuses and she will be able to gain valuable work experience and utilize her Medical Assistant certification.

YOUTH AND DISLOCATED WORKER SUCCESS STORIES



The photo on the right depicts Jason wearing his welding gear after earning his Gas Metal Arc Welding (GMAW) Certification through Samuel Pressure Vessel.

WELDING SKILLS LEAD TO SPEEDY EMPLOYMENT

A construction company downsized, laying off Jason Christian of Russell County, who subsequently enrolled in the WIOA Dislocated Worker Program in November 2017. Jason's People Inc. Case Manager, who identified Jason's existing welding experience, referred him to the Southwest Virginia Alliance for Manufacturing for a welding skills assessment. WIOA funds covered the cost of the assessment, which revealed that he needed a brief intensive remediation period of one day before testing for the American Welding Society Certification.

Jason passed the certification, and his Case Manager referred him to Samuel Pressure Vessel Group, which hired him. Jason now earns \$14.60 an hour.

ON-THE-JOB TRAINING PROVIDES A PATH TO EMPLOYMENT

Joseph, a high school graduate, was struggling to find work and confirmed WIOA eligibility in March 2018. Targeting the trades, Joseph and his WIOA Case Manager worked to improve his resume, discussed the job application process, and continued to conduct a thorough job search with no success. Joseph's Case Manager decided it was time for a new approach and found a job-shadowing opportunity at Frank Cullen, Inc., an air conditioning and heating company.

The employer was so impressed with Joseph's enthusiasm, skills, and performance that the case manager discussed the possibility of an On-the-Job Training (OJT) opportunity. OJT opportunities are formed through a contractual agreement between the employer and the WIOA client with a partial wage reimbursement to the employer. This provides an incentive to the employer while providing an opportunity to the job seeker to secure a permanent position. The employer, Frank Cullen, Inc. happily agreed.

With a signed contract in hand, Joseph was hired by Frank Cullen, Inc. through the OJT program as an Assistant Service Technician earning \$15 per hour or \$31,200 annually. During the first few weeks On-the-Job, Joseph learned the skills needed to be a successful Technician, and what it meant to work as part of a team, and he began to develop the soft skills needed to be successful in the work place.

His supervisors and teammates continue to be impressed with his skills and how quickly Joseph is learning the job. After the OJT ends, Frank Cullen, Inc. plans to retain Joseph as a full-time employee and is hopeful that he will continue to learn the skills of the trade and become an HVAC Technician soon.

"Joseph is doing a great job and has learned a lot about the HVAC job; we hope he continues to grow with the company," said his supervisor.