

The image shows the State Capitol Building in Richmond, Virginia, a large white neoclassical structure with a prominent portico supported by tall columns. The building is set on a green lawn with a set of brick stairs in the foreground. A blue diagonal overlay covers the left side of the image, containing the title text. Two flags are visible on the roof of the building.

# WORKFORCE AND ECONOMIC DEVELOPMENT IN VIRGINIA

**VIED**

**September 26, 2019**

State Capitol Building, Richmond

# AGENDA

## Why Workforce Matters

Three Strategies for Workforce Development

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Virginia's Workforce Development System

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Workforce Resources Every Economic Developer Should Know

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New Opportunities for Collaboration

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Helpful Web Resources

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VEDP Workforce Solutions Update

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Fostering Partnerships with Virginia's Workforce Ecosystem

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# WORKFORCE MATTERS

- Number one location determinant
- A great incentive can't overcome a bad workforce
  - #1 - Corporate Executive Survey, *Area Development*
- An investment in workforce development is a capacity-building investment in the future
- The workforce system should respond to business needs and also be a catalyst for business growth
  - Short game & long game

# VIRGINIA AT A GLANCE



## A YOUNG, DYNAMIC POPULATION

**8,517,685**

Total Population

**4,331,380**

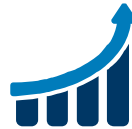
Civilian Labor Force

**1,768,076**

Millennial Population

**8.7%**

Population Change (2008-18)



## A STRONG, DIVERSIFIED ECONOMY

**\$508.6B**

State GDP

**1.3%**

5-year Real GDP change



## A HIGHLY EDUCATED POPULATION

**43.5%**

Population with  
Associate's or higher

**122**

Institutions of Higher  
Education



## SUPERIOR QUALITY OF LIFE

**102.3**

Cost of Living Index  
2019

**#7**

Overall Best State in the U.S.  
*U.S. News & World Report, 2019*

# WORKFORCE DEVELOPMENT MATTERS NOW MORE THAN EVER

- Virginia's economy is expanding
- Unfilled jobs represent unrealized economic potential
- Economic development prospects are good and workforce is a key driver
- Future needs are great – growth and replacement
- Many forces in play – demography, technology, domestic and global policy
- Labor market is tight – low unemployment rates and limited labor supply may be a barrier to economic expansion
- A job created doesn't manifest until it's filled by a qualified job-ready candidate.

# WORKFORCE VS WORKFORCE DEVELOPMENT

## Workforce

- Quantity
- Quality

**VS**

## Workforce development

- Strategies designed to influence and change the workforce to improve the business climate, help companies be more productive and profitable, and provide access to employment opportunities
- Short term (company or project-specific)
- Long term (pipeline)

# THERE ARE THREE STRATEGIES FOR WORKFORCE DEVELOPMENT

1

Develop  
New  
Talent

2

Retain  
Existing  
Talent

3

Attract  
New  
Talent

# Virginia's Workforce Development System

Past, Present and Future





# Vision – Why We Do It

We envision a Virginia where every business has access to a qualified, job-ready workforce and every Virginian has the skills they need to connect with meaningful employment and advance in their career.

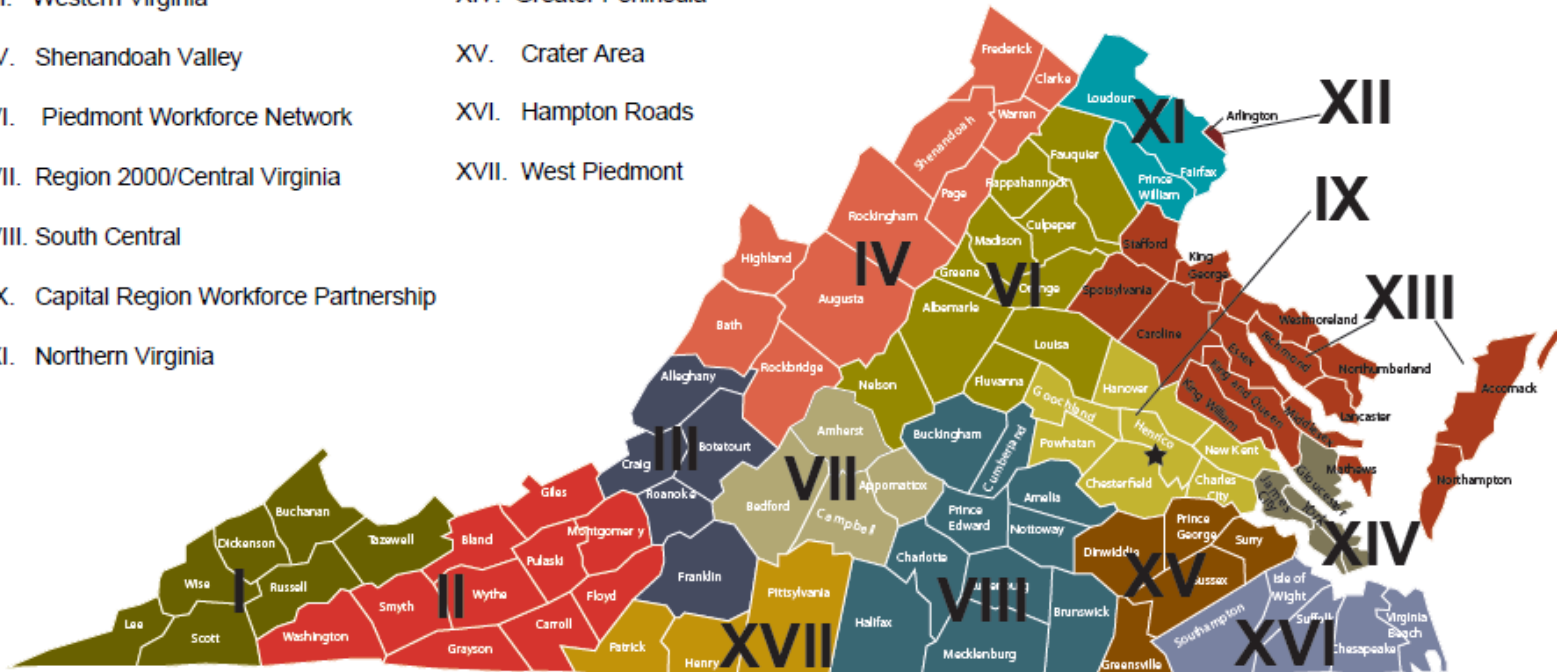
# Virginia's Workforce System

- 24 Programs
- 8 Agencies
- 3 Secretariats
- \$340 million in federal and state spending
- And more....

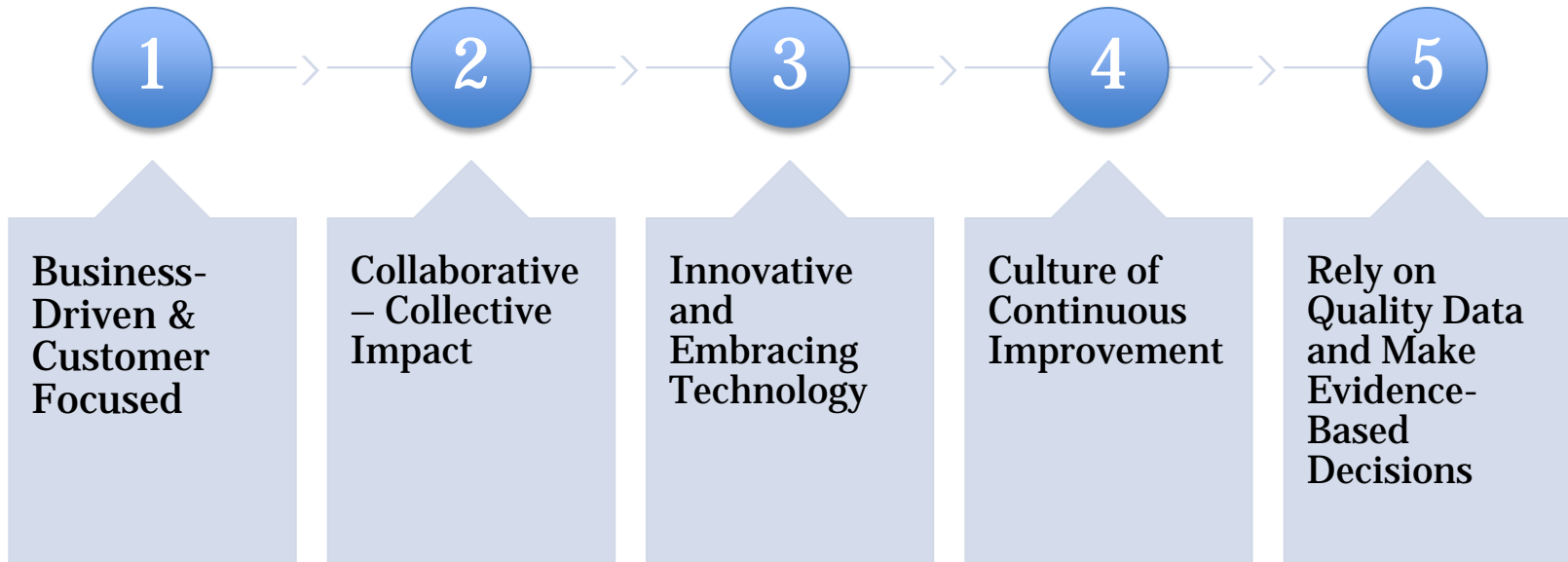


# Local Workforce Development Areas

- I. Southwest Virginia
- II. New River/Mt. Rogers
- III. Western Virginia
- IV. Shenandoah Valley
- VI. Piedmont Workforce Network
- VII. Region 2000/Central Virginia
- VIII. South Central
- IX. Capital Region Workforce Partnership
- XI. Northern Virginia
- XII. Alexandria/Arlington
- XIII. Bay Consortium
- XIV. Greater Peninsula
- XV. Crater Area
- XVI. Hampton Roads
- XVII. West Piedmont



# Guiding Principles – How We Do It



# How We Measure Our Success

Business  
Engagement

- Priority industries

Employment

- Demand occupations

Skills Development

- Industry-recognized

Wage Quality

- Family sustaining wages

Return On  
Investment

- Collective impact

# Virginia Board of Workforce Development

- 41 members
  - Governor-appointed
- Private sector majority
  - VA Chamber and Virginia Manufacturers Association
- 4 Secretariats
- State and local elected officials
- Labor organizations and community based organizations

# Priority Objective One

Identify current and future workforce needs of Virginia businesses and align responsive workforce programs to address them.



## Strategy 1.1

Endorse state and regional lists of High Priority Demand Occupations to target high demand job clusters that align with Virginia's economic development strategies and unmet demand.

## Strategy 1.2

Gather and disseminate business intelligence on jobs in high-demand for which there is a critical shortage. Lead and convene Industry Workforce Roundtables, to enhance our understanding of changing labor market trends and skills requirements.

## Challenge Question:

How can we ensure that our workforce system and its partners understand business workforce requirements and have access to that information to make strategic decisions?

# Priority Objective Two

Recommend and support strategies to better prepare and match trained workers and close the skills gap.



## Strategy 2.1

Create a list of common competencies and describe the foundational skills of work readiness, endorse strategies to learn skills including work experience, and work based learning.

## Strategy 2.2

Advocate for a user-friendly and effective web-based labor exchange system, specifically targeting the job posting features for business and the tools used by candidates to improve functionality.

## Strategy 2.3

Advocate for strategies that streamline access to services for veterans and improve Virginia's ability to retain and attract former service members and their families.

## Strategy 2.4

Explore and endorse best practices from around the country to help Virginia address its most pressing workforce challenges.

Challenge Question:

How can we more quickly address our business customers' need for qualified work-ready talent and narrow the gap between available jobs and candidates seeking employment?



# Priority Objective Three

Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.



## Strategy 3.1

Champion and monitor the implementation of a statewide, customer-focused brand that increases awareness and use of Virginia's network of One Stop Career Centers.

## Strategy 3.2

Design and implement a statewide business satisfaction survey.

## Strategy 3.3

Create a "road map" providing job seekers with general information about potential career pathways and the various routes to meaningful employment.

## Strategy 3.4

Advocate for broader dissemination of information to help individuals make smarter career choices based on an awareness of jobs, skills in demand, and related educational pathways.

## Challenge Question:

How can we improve our service-delivery system to make it more effective and efficient in serving our customers, thereby supporting Virginia's economy?

# Priority Objective Four

Improve alignment and performance of the state's publicly funded workforce system by reviewing program inputs and outcomes.



## Strategy 4.1

Develop and deliver a consolidated budget report that improves transparency in workforce funding to enable smarter policy decisions. Advance recommendations to the Governor to improve system alignment, accountability, and efficiencies.

## Strategy 4.2

Endorse a set of common state performance measures and champion the delivery of a Performance Accountability System to track workforce program outcomes.

## Strategy 4.3

Promote a model that determines the return on public investment for workforce system programs in order to inform policy and resource allocation.

**Challenge Question:**  
**How can we ensure that limited state and federal workforce funds are being used in a way that address the needs of business and people and are driving common, high impact outcomes?**

# A New Face for Virginia's Workforce System

- Call to action
- Process and leadership team
- Stakeholder engagement
- Announcement and rollout strategy
- What it means for economic development



Virginia Workforce Connection  
Your gateway to employment and labor market information in Virginia



PIEDMONT  
Workforce Network



ALEXANDRIA / ARLINGTON REGIONAL  
Workforce Council



**VIRGINIA**  
CAREER WORKS

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ALEXANDRIA | ARLINGTON REGION



**VIRGINIA**  
CAREER WORKS

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BAY CONSORTIUM REGION



**VIRGINIA**  
CAREER WORKS

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BLUE RIDGE REGION



**VIRGINIA**  
CAREER WORKS

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CAPITAL REGION



**VIRGINIA**  
CAREER WORKS

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CENTRAL REGION



**VIRGINIA**  
CAREER WORKS

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CRATER REGION



**VIRGINIA**  
CAREER WORKS

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GREATER PENINSULA REGION



**VIRGINIA**  
CAREER WORKS

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HAMPTON ROADS REGION



**VIRGINIA**  
CAREER WORKS

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NEW RIVER | MOUNT ROGERS REGION



**VIRGINIA**  
CAREER WORKS

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NORTHERN REGION



**VIRGINIA**  
CAREER WORKS

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PIEDMONT REGION



**VIRGINIA**  
CAREER WORKS

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SHENANDOAH VALLEY REGION



**VIRGINIA**  
CAREER WORKS

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SOUTH CENTRAL REGION



**VIRGINIA**  
CAREER WORKS

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SOUTHWEST REGION



**VIRGINIA**  
CAREER WORKS

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WEST PIEDMONT REGION

# Workforce Resources Every Economic Developer Should Know

## Find

Find your local partners:

- Local Workforce Development Board
- One Stop Career Centers
- Business Service Coordinator
- Community Colleges
- CTE Programs

## Understand

Understand labor market conditions/trends/pain points:

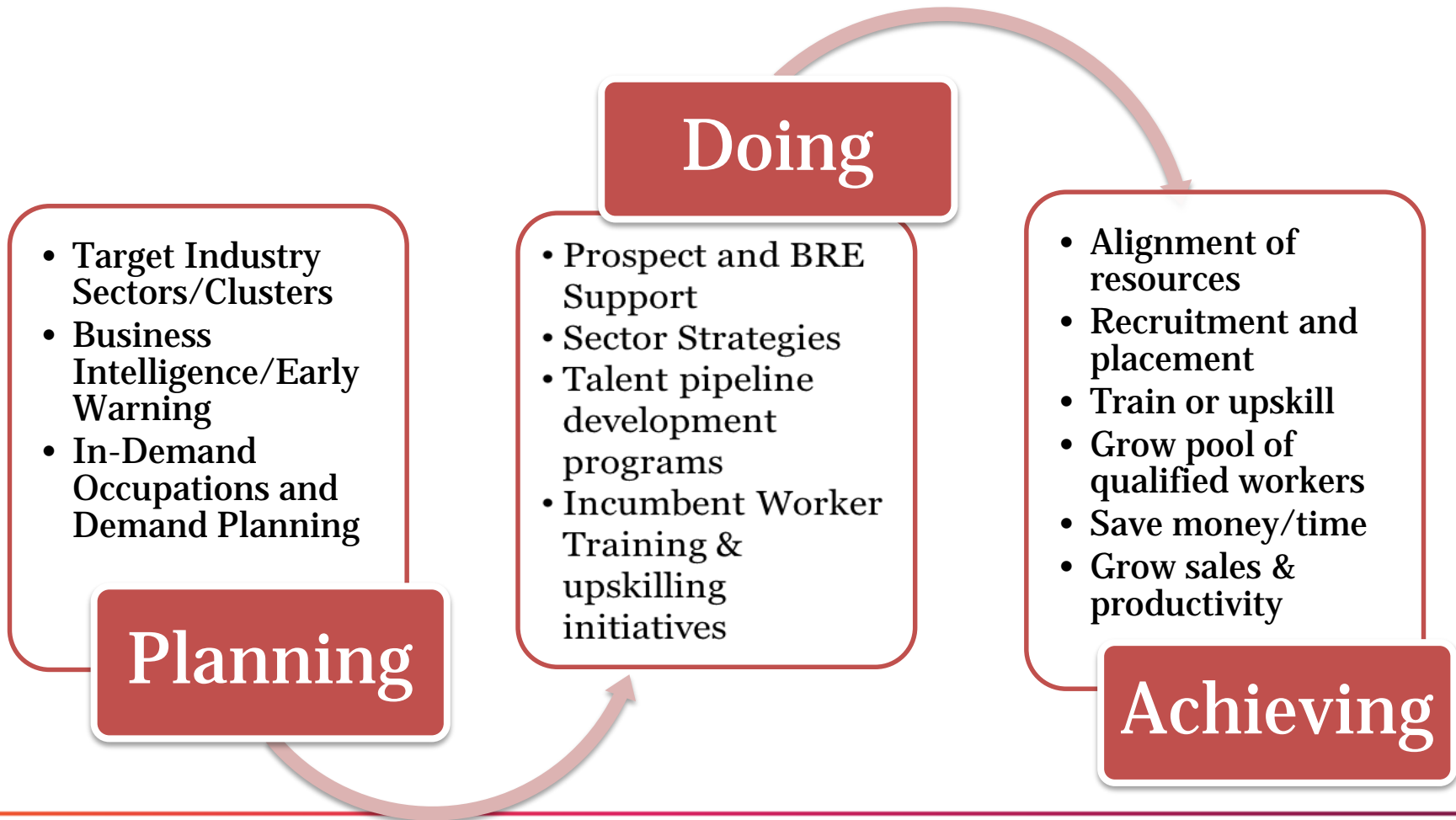
- VirginiaLMI.com
- Planning district commission
- Local workforce board
- Regional or local surveys
- BRE outreach

## Know

Know your talent pipeline and how to connect:

- Un- and under-employed
- K-12
- Career & Technical Education
- Community College
- Higher ED (think BIG and broad)

# New Opportunities for Collaboration



# Just a few ways the workforce system can help you and your clients

Recruitment/Screening

Pre-employment training

Incentives (grants) for training new and existing employees

Registered apprenticeship

Tax credits to offset hiring and/or training

Labor market information

Outplacement assistance

One Stop Career Center Access – interview rooms/video teleconferencing



# Helpful Web Resources

## Virginia LMI –

[www.virginialmi.com](http://www.virginialmi.com)

- Community Profiles
- Industry Profiles
- Occupational Profiles
- Job posting trends
- Employment forecasts

## TOP 5

### Top Occupations by Supply

Retail Salespersons



Cashiers



Combined Food  
Preparation and Serv..



Office Clerks, General



Waiters and  
Waitresses



[Learn More About Virginia's  
Occupations](#)

### Fastest-Growing Occupations by Demand

Personal Care Aides



Home Health Aides



Nurse Practitioners



Statisticians



Information Security  
Analysts



[View Virginia's Occupational  
Demand](#)



# Helpful Web Resources

## STATSAMERICA

[HOME](#) [ABOUT](#) [WHAT'S NEW](#) [CONTACT](#)

YOUR PORTAL TO U.S. DATA  
Supported by the U.S. Economic Development Administration

What type of application are you looking for?

Just show me the list >

[show all](#) [data profiles](#) [maps](#) [tools](#) [guidance](#)



Gain insight into the innovation capacity and innovative output of a region.



[USA STATES IN PROFILE](#)

Find information on the demographic and workforce data for any of the 50 states.

Your one-stop destination for economic development data sites and tools.



[USA TOWNS IN PROFILE](#)

Individual profiles for all cities and towns nationwide.



[USA COUNTIES IN PROFILE](#)

Population, housing, income and labor force data for any U.S. county.



[BUILD A NEIGHBORHOOD PROFILE](#)

Create a profile based on census tracts.



[MEASURING DISTRESS](#)

Quickly calculate whether a county, region or neighborhood meets certain federal grant thresholds.



[BIG RADIUS TOOL](#)

Create a radius from 50-500 miles and view info on people, industries and workers.



[INDUSTRY CLUSTERS](#)

Uncover regional strengths by exploring industry clusters.



[CITY-TO-COUNTY FINDER](#)

Enter a city to find out the county.



[OCCUPATIONAL CLUSTERS](#)



[QWI EXPLORER](#)

Explore the full depth and breadth of the Quarterly Workforce Indicators data.



[ONTHEMAP](#)

Map and analyze labor market and industry data.

## StatsAmerica

[www.statsamerica.org](http://www.statsamerica.org)

- States, counties, cities and towns
- Comparisons
- Innovation 2.0
- Industry Clusters
- Occupational Clusters
- Cluster Mapping

# Helpful Web Resources



## Federal Reserve Economic Data (FRED)

<https://geofred.stlouisfed.org>

- State and regional
- Nice app
- Easy to use for non-economist
- Build your own dashboard

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# THIS HAS BEEN A RECORD YEAR FOR VIRGINIA



# #1

**AMERICA'S TOP  
STATE FOR BUSINESS**

*CNBC, 2019*



# #2

**BEST BUSINESS  
CLIMATE IN THE U.S.**

*Business Facilities, 2019*

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# THIS HAS BEEN A RECORD YEAR FOR VIRGINIA



# VIRGINIA EXPANDED THE TALENT-FOCUSED TEAM FOR BUSINESS RECRUITMENT AND LAUNCHED THE NEW CUSTOM PROGRAM

Workforce Solutions supports the talent needs of new and expanding businesses through collaboration with regional and statewide workforce partners and management of two discretionary incentives.

## Delivering talent solutions that are:

- Employer-driven
- Industry-centered
- Collaborative
- Flexible

TMI AutoTech, Halifax County

# VIRGINIA'S TALENT DEVELOPMENT INCENTIVES FOR COMPETITIVE, TRADED-SECTOR PROJECTS

## Annually Funded Discretionary Incentives

**Virginia Jobs Investment Program**

**Customized Workforce Solutions**

Eligibility: Job creation projects proposed by new and expanding companies that meet job creation thresholds. Companies have the option to choose between the grant and service-based options.

## Special Funding Initiatives

**MEI Custom Performance Grants**

**Systemic Talent Solutions**

Eligibility: Job creation projects proposed by new and expanding companies with very unique and large scale needs like an automobile assembly plant or Amazon's HQ2

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# THE CUSTOM WORKFORCE PROGRAM'S APPROACH IS COMPREHENSIVE

 <b>RECRUITMENT SERVICES</b> <p>Helps the Company hire the right people for their jobs and culture</p>	 <b>FOUNDATIONAL SKILLS</b> <p>Training specific to the facility and jobs (e.g. safety, forklift)</p>	 <b>PROCESS &amp; TASK SPECIFIC TRAINING</b> <p>Job-specific training customized is the heart of our service</p>
 <b>ADVANCED MANUFACTURING</b> <p>Training in automation systems to update skills</p>	 <b>ORGANIZATIONAL DEVELOPMENT</b> <p>Consulting/training to enable the culture the Company envisions</p>	 <b>OPERATIONAL EXCELLENCE</b> <p>Leverages worker insights to enhance quality &amp; productivity</p>



# THE VIRGINIA JOBS INVESTMENT PROGRAM (VJIP) REMAINS ONE OF THE COMMONWEALTH'S MOST POPULAR INCENTIVES

- One of Virginia's Oldest and Most Frequently Utilized Incentives
- Consultative Services to Address Recruitment and Training
- Cash Grant Based on Job Creation
- Providers Chosen by Employer

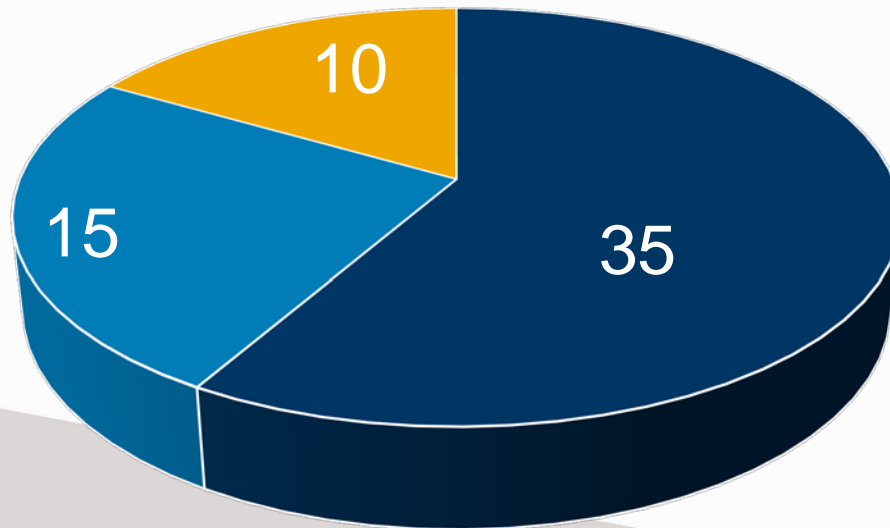


AvePoint, Richmond

# FOSTERING PARTNERSHIPS WITHIN VIRGINIA'S WORKFORCE ECOSYSTEM

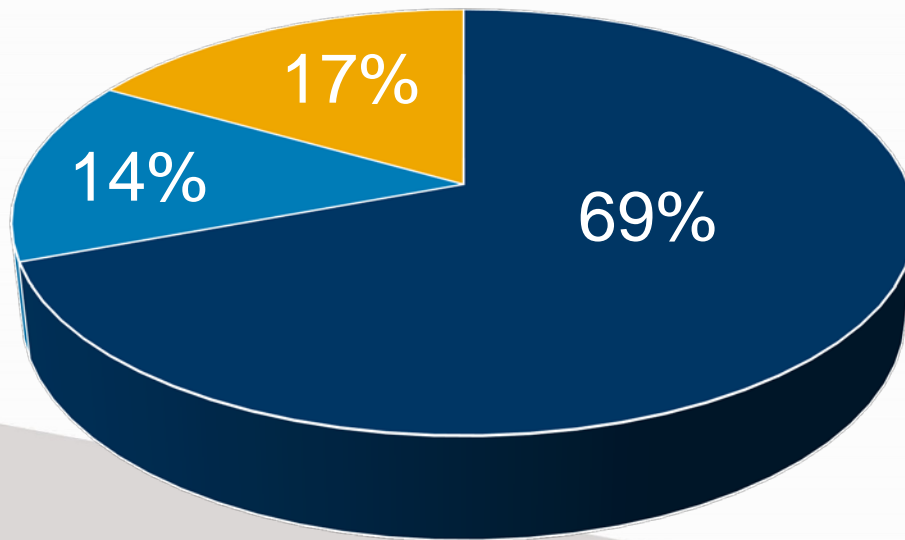


## GO VIRGINIA PROJECTS APPROVED BY PROJECT TYPE



- Workforce
- Startup Ecosystem
- Infrastructure & Joint Site Development

## GO VIRGINIA PROJECTS APPROVED BY PROJECT FUNDING



- Workforce
- Startup Ecosystem
- Infrastructure & Joint Site Development

## FOCUS ON WORKFORCE DEVELOPMENT

- NEW and innovative training activity not currently available
- In partnership with business and industry
- Sustainable beyond the grant
- Clear connection to jobs in demand AND connection to priority industry clusters
- Positive return on investment

### SAMPLE METRICS

- Individuals Trained/Credentialed
- Internships Created
- Number of Businesses Served
- Job Created/Retained
- Average Wages for Program Completers
- Wage Increase for Trained Workers

# SAMPLE WORKFORCE PROJECTS

Region 1 - IGNITE

Region 2 - Blockchain

Region 3 – GO-TEC

Region 4 – CCAM

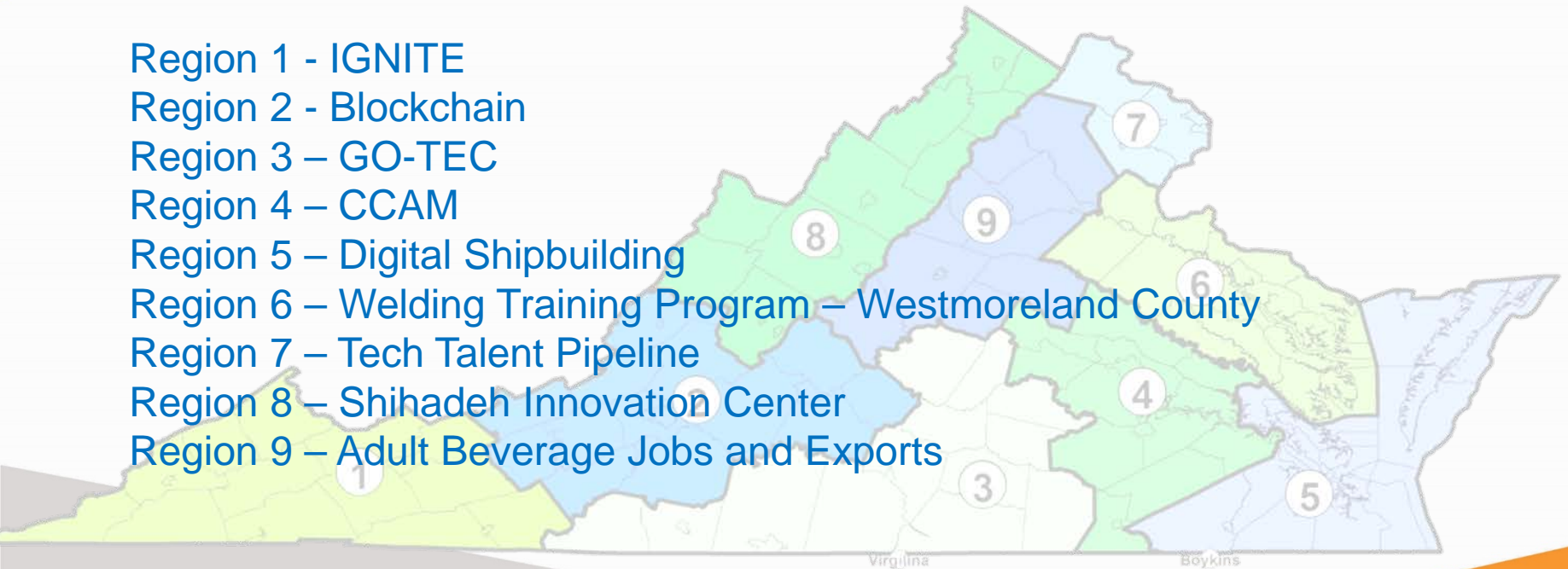
Region 5 – Digital Shipbuilding

Region 6 – Welding Training Program – Westmoreland County

Region 7 – Tech Talent Pipeline

Region 8 – Shihadeh Innovation Center

Region 9 – Adult Beverage Jobs and Exports



<https://dhcd.virginia.gov/gova>

# VIRGINIA'S WORKFORCE ECOSYSTEM IS WORKING TO CREATE THE LABOR MARKET OF TOMORROW

- **K-12 programs** to develop desired talent pipeline
- **Expansion of high need credentials** through interactive STEM programs for K-12 students
- **Expansion of supply of high-need** baccalaureate and sub-baccalaureate degrees and credentials in critical fields
- **Funding and services** to help find and develop employees
- **Strengthened labor market information infrastructure** to further help individuals easily identify and pursue high-demand fields
- **Employer partnerships** to boost skills-based hiring and help training providers learn and act upon employer demand
- **Attraction/retention of high-demand credentials** through targeted financial incentives



John Tyler Community College,  
Chesterfield

# CONTACT



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**THANK YOU!**