

**Governor Kaine's  
Workforce Development Strategic Plan**

**December 12, 2006**

# Governor Kaine's Workforce Development Strategic Plan

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## Executive Summary

In the 21st century, economic strength will depend on the ability of each state to compete successfully in the global economy. This holds true for regions within a state. Rapid technological advances have changed the way products are created and services are delivered. A new knowledge-based economy has emerged driven by ideas, services and innovation. To compete most effectively, workforce and economic development strategies must build a skilled workforce through lifelong learning and worker training. Public policy must respond to market demand and place emphasis on workers and skill enhancing efforts, so as to put people back to work and to empower today and tomorrow's workers, both through the Commonwealth's education system and in the workplace. All states are struggling with these issues to fashion workforce policy to address the shifts in the economy and prevailing assumptions and research results about effectiveness.

In 2006, the General Assembly passed Senate Bill 494/House Bill 1307, requiring the Governor to develop a statewide strategic plan to address the need for reforms in workforce policy, including the implementation of workforce development and training initiatives. This Strategic Plan provides an overview of the process and efforts to develop a workforce system in Virginia, and it provides information on other state approaches and promising practices, including a snapshot of supply and demand in Virginia as it enumerates the strategic goals and strategies for workforce reform.

Virginia currently enjoys a strong economy and productive workforce as evidenced by:

- Recent recognition by several prominent publications and trade organizations for its favorable business climate.<sup>1</sup>
- A growing labor market fed by people relocating to the state and thousands of highly skilled military personnel enter the workforce each year.<sup>2</sup>
- State unemployment rates that consistently rank below the national average.<sup>3</sup>
- More than 90 in-state institutions provide higher education opportunities.<sup>4</sup>

While doing well overall, the Commonwealth faces significant challenges to continue the current level of economic vitality. Many rural areas and urban cities demonstrate low educational attainment among adults in the prime working age. These areas consistently demonstrate high unemployment and poverty rates compared to areas with higher average educational attainment.<sup>5</sup>

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<sup>1</sup> "Virginia Best State for Business," Virginia Advantages: Economy, Virginia Economic Development Partnership (28 Aug 2006) <[http://www.yesvirginia.org/Virginia\\_Advantage/Economy.aspx](http://www.yesvirginia.org/Virginia_Advantage/Economy.aspx)>.

<sup>2</sup> "Virginia Best State for Business," Virginia Advantages: Labor Force, Virginia Economic Development Partnership (28 Aug 2006) <[http://www.yesvirginia.org/Virginia\\_Advantage/LaborForce.aspx](http://www.yesvirginia.org/Virginia_Advantage/LaborForce.aspx)>.

<sup>3</sup> Lynette Hammond, "Workforce Statistics Economic and Workforce Development," Economic and Workforce Development Meetings, (Northern Virginia Community College: Annandale Campus, VA. July 18, 2006).

<sup>4</sup> "Virginia Best State for Business," Virginia Advantages: Labor Force.

<sup>5</sup> Hammond.

There are also gaps in the service delivery options for skill training for adults and no guiding state vision or model for a workforce development system that crosses major state functions. A 2002 Joint Legislative Audit and Review Commission (JLARC) report concluded that Virginia lacked a coherent, coordinated system of workforce training. No formal coordination was in place among programs, many of which duplicated services. The study also found that there was no clear authority at the state level to develop the single point-of-entry One-Stop service delivery system to meet job seeker and employer needs. JLARC recommended major workforce reforms at the state level.<sup>6</sup>

Governor Kaine recently unveiled his strategies for sustained economic growth in Virginia's Economic Development Strategic Plan, which identifies several goals and strategies for maintaining the Commonwealth's competitive edge. Two specific goals are pertinent for workforce development:

1. Provide a world-class workforce system that is responsive to employer and worker needs that creates a well-trained, well-educated and globally competitive skilled workforce.
2. Emphasize regional cooperation in economic, workforce and tourism development.

The following workforce strategic goals support the Governor's efforts at maintaining Virginia's competitive edge:

1. Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.
2. Demonstrate results and value in the workforce system that meet business needs through performance measurement and assessment.
3. Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.

This plan represents efforts to transform Virginia's fragmented array of workforce programs into a workforce development system model that will make a significant difference in the lives of those living and working in Virginia.

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<sup>6</sup> Joint Legislative Audit and Review Commission. [Review of Workforce Training in Virginia](#) (Richmond, VA: 2002) preface.

## **Overview of the Planning Process**

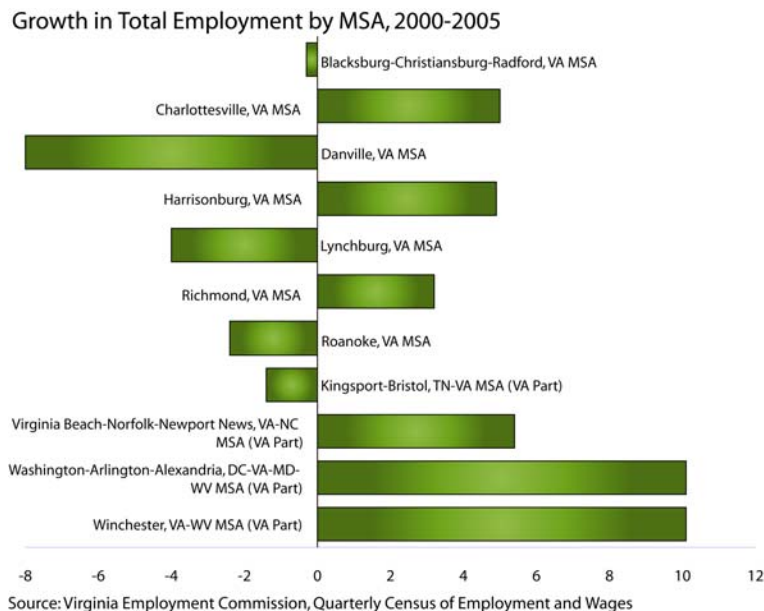
In June 2006, the Governor issued Executive Order (EO) Twenty-five which mandated that the Senior Advisor for Workforce oversee the development of the strategic plan. The planning process included input from the Virginia Workforce Council (VWC), the creation of a Steering Committee to assist the Senior Advisor, and six public meetings held across the State in conjunction with the Secretary of Commerce and Trade, to ensure the broadest citizen input. Following the public meetings, the Senior Workforce Advisor met with the Virginia Community College System (VCCS) Board Chair, Chancellor, Vice Chancellor for Workforce Development and the Deputy Secretary of Education to share information from the public meetings on the role of the Community College in workforce development.

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

## A Snapshot of Virginia

The Virginia Economic Development Partnership (VEDP) reports that Virginia's economy is strong and diversified.<sup>7</sup> In August 2006, Forbes.com ranked Virginia No. 1 in its study of "Top States for Business." The Commonwealth scored well across six main categories: business costs, economic climate, growth prospects, labor, quality of life, and regulatory environment. The Commonwealth is headquarters to 30 Fortune 1000 firms, 10,900 high-tech companies, nearly 60 firms with annual revenue over \$600 million, and more than 770 foreign-affiliated firms.<sup>8</sup>

The Commonwealth's robust economy is supported by a labor market growing faster than the national average, with Virginia's prime working population, ages 16-64, ranking 7th in the nation.<sup>9</sup> More than 150,000 jobs have been added to Virginia's economy over the past five years with the Washington and Winchester areas exhibiting the strongest growth. This has contributed to Virginia's high per capita income (includes salaries and wages, self-employment income, interest income, and Social Security payments) which has consistently exceeded the national average. For the most recent available year, 2004, Virginia surpassed the national per capita income by \$3,110.<sup>10</sup> In addition, Virginia's unemployment rate has repeatedly been below the national rate.<sup>11</sup>



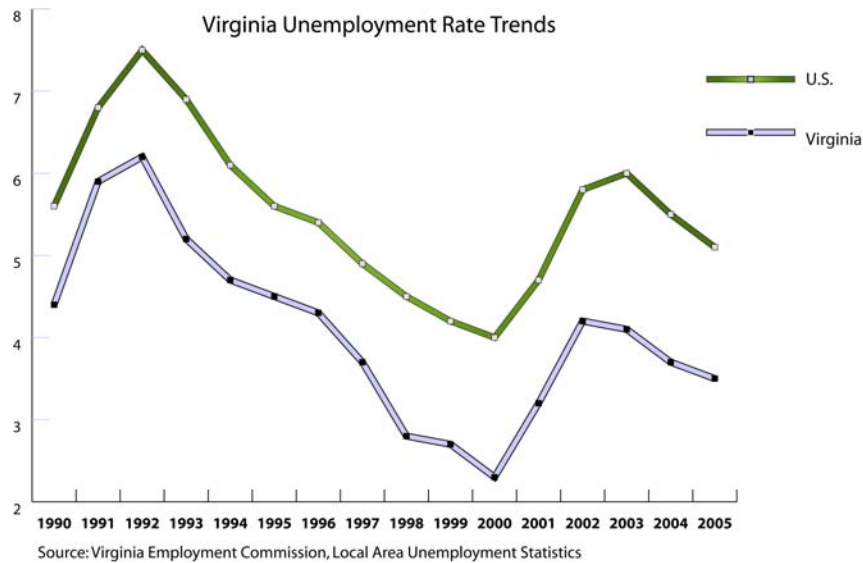
<sup>7</sup> Hammond.

<sup>8</sup> "Virginia Best State for Business," [Virginia Advantages: Economy](#).

<sup>9</sup> "Virginia Best State for Business," [Virginia Advantages: Labor Force](#).

<sup>10</sup> Commonwealth of Virginia. Office of the Governor. [Governor Kaine's Economic Development Strategic Plan](#). Richmond: 2006.

<sup>11</sup> Hammond.



Additionally, Virginia’s expanding labor force reflects an increase in foreign-born residents. Census data indicate Virginia’s foreign-born population age 16 or older increased 89 percent between 1990 and 2000 and by 25 percent between 2000 and 2004. Approximately 11.5 percent of Virginia’s 2004 population age 16 or older was foreign-born and nearly 13 percent of Virginia’s labor force was comprised of foreign-born workers.<sup>12</sup>

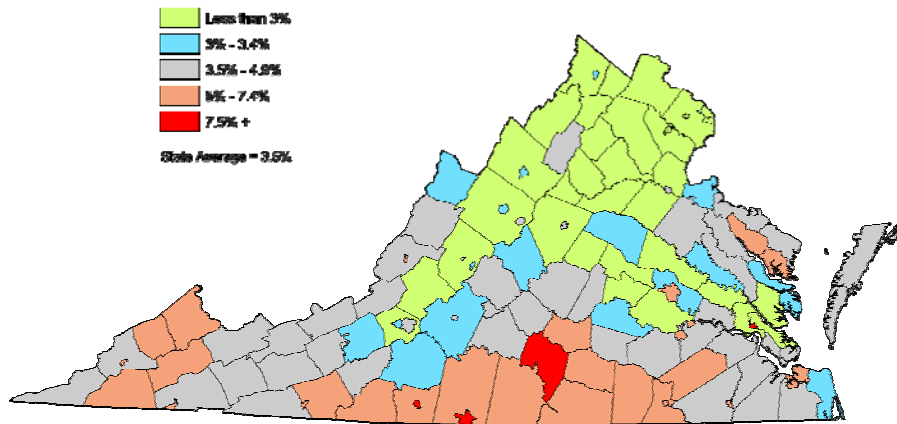
### Education Attainment in Virginia

Although Virginia is doing well overall, weaknesses in Virginia’s labor market and economy are most evident in rural counties, particularly in Southside and Southwest Virginia. Jobs in the 21<sup>st</sup> century economy demand skill training beyond high school. Rural areas and urban cities show a disproportionate share of low education attainment among adults who are in the prime working ages. These areas consistently demonstrate higher unemployment rates (above 5 percent) than the rest of the state, which averages 3.5 percent.<sup>13</sup>

<sup>12</sup> Kochhar, Rakesh. Pew Hispanic Center. Growth in the Foreign-Born Workforce and Employment of the Native Born. Washington, DC: 2006.

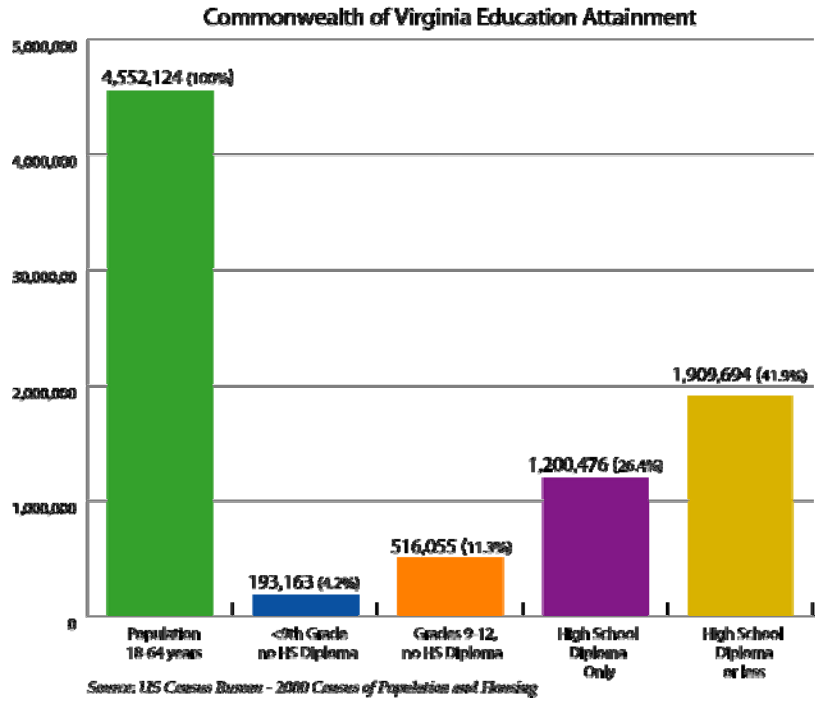
<sup>13</sup> Hammond.

### Virginia Unemployment Rates 2005



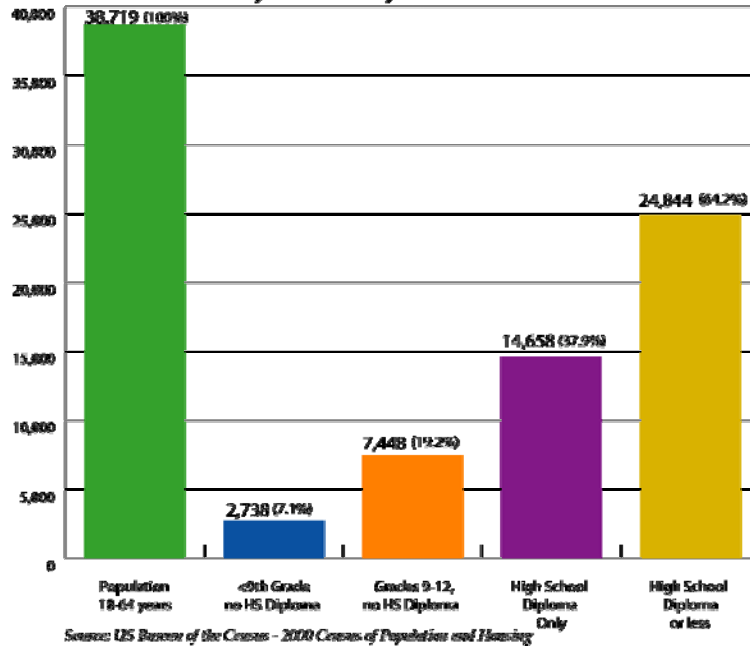
Source: Virginia Employment Commission, October 2005

Often, discussions of educational attainment in Virginia compare data on high school diplomas with that of postsecondary education. While the attainment of a high school diploma is still a critical education milestone, it is often insufficient for maintaining success in the 21<sup>st</sup> century labor market. Skill training beyond high school is critical for success. In Virginia (see chart “Commonwealth of Virginia Education Attainment”), approximately 26 percent of the population 18-64 has a high school diploma only; however most have not received any additional training or education since either graduating from high school or obtaining a GED. Eleven percent of Virginia’s population 18-64 did not obtain a high school diploma. More than 41 percent of Virginia’s population in this age range either did not obtain a high school diploma or terminated their education upon earning their high school diploma.

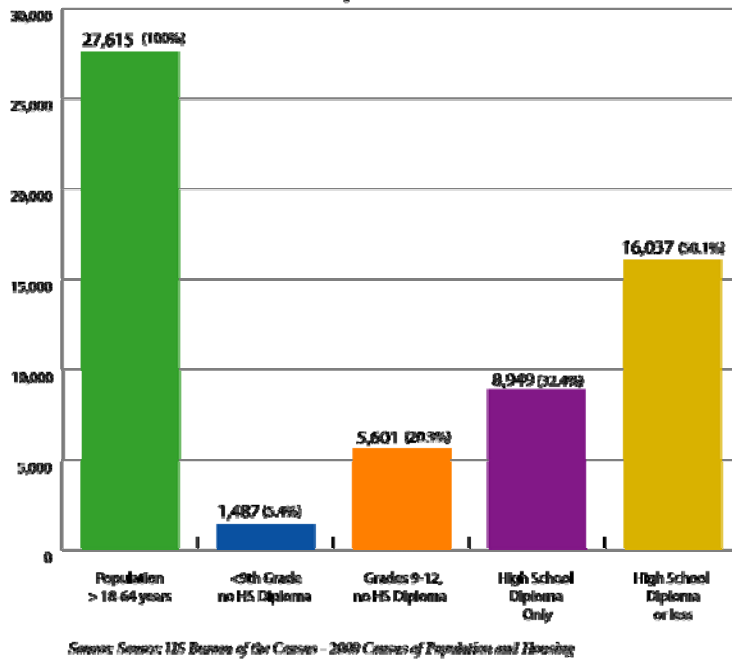


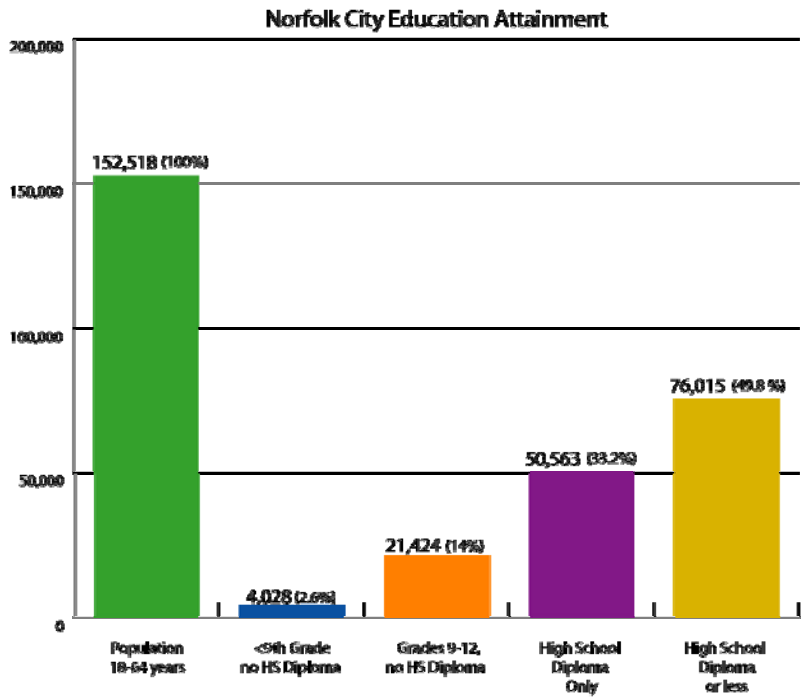
The percentage of residents in Southside, Southwest and urban areas age 18-64 that did not complete high school or pursue postsecondary training and education is significantly higher than the state average. The cities of Danville and Norfolk and Pittsylvania County provide illustrative examples (see charts “Pittsylvania County Education Attainment, Danville City Education Attainment and Norfolk City Education Attainment). More than 60 percent of Pittsylvania County and 58 percent of Danville’s population in this age range did not complete high school or only held a high school diploma. In Norfolk, the percentage was 50 percent. Lower educational attainment and lack of employment opportunities have contributed to high poverty rates in these areas which are nearly double the state rate. The Council on Virginia’s Future’s regional and states comparison maps also indicate the serious magnitude of the problem.

### Pittsylvania County Education Attainment

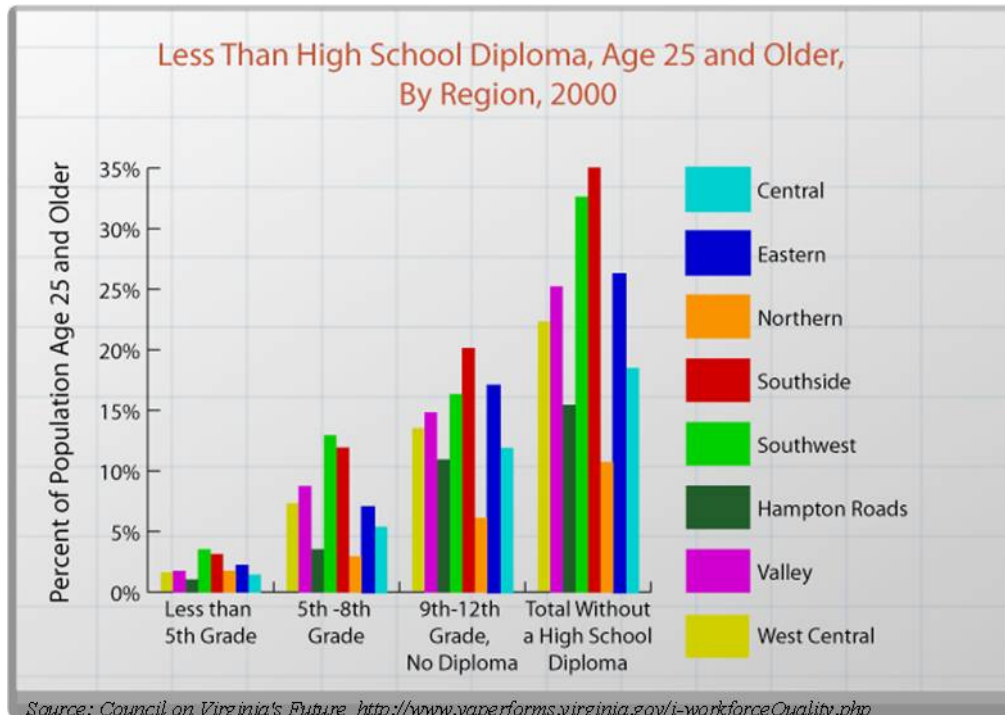


### Danville City Education Attainment

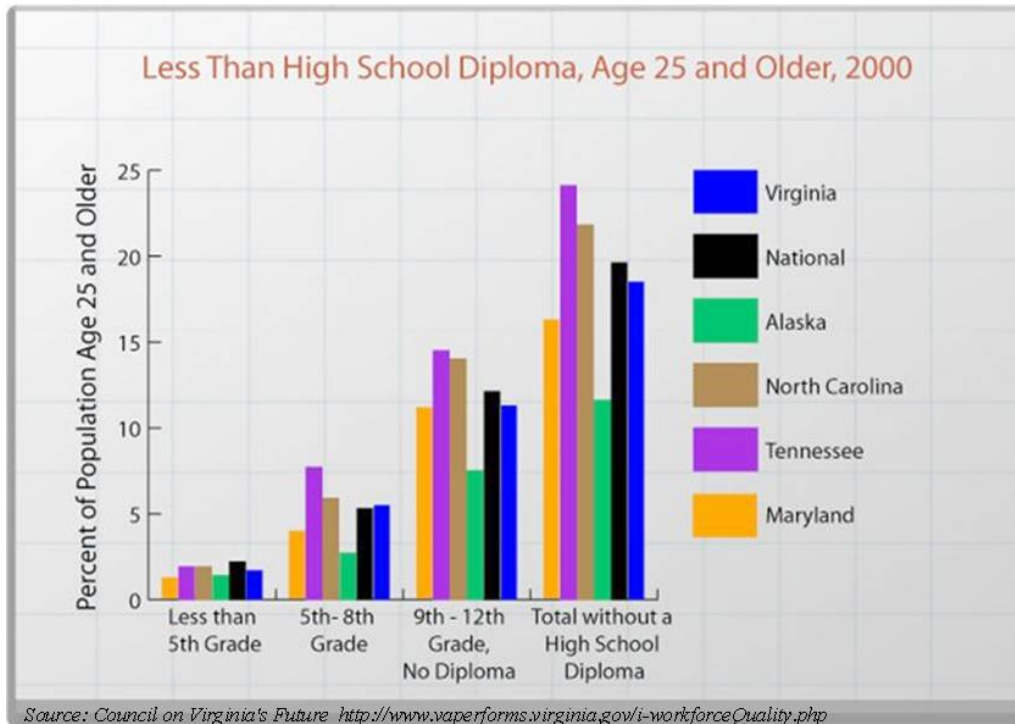




Source: US Bureau of the Census - 2000 Census of Population and Housing



Source: Council on Virginia's Future <http://www.vaperforms.virginia.gov/i-workforceQuality.php>



In Virginia the population growth between 1990 and 2000 for the native-born workforce with less than a high school education was -15.3 percent while the growth of the foreign born workforce without a high school education was 89 percent. In 2004, 23 percent of foreign-born residents age 16 and older did not have a high school education (147,841) and 20 percent (131,356) did have a high school education.<sup>14</sup>

Virginia also faces preparation, funding and affordability challenges for adults who need postsecondary skill training. The percentage of working-age adults enrolled in college-level education or training has declined over the past decade in Virginia, exceeding the nationwide decline. The state's investment in need-based financial aid is very low, even though Virginia has increased this investment since 1992.<sup>15</sup>

<sup>14</sup> Kochhar.

<sup>15</sup> Measuring Up: 2006 The State Report Card on Higher Education – Virginia. The National Center for Public Policy and Higher Education.

## The Lack of a Workforce Development System in Virginia

The federal Workforce Investment Act (WIA), passed in 1998, devolved workforce policy and decision making to the state and local levels. The WIA has been the most significant reform of workforce development policies in the last four decades. The legislation institutionalized One-Stop Service Delivery Centers as the cornerstone of workforce service delivery. It is important to note that the changes imposed by the WIA were a dramatic departure from previous programs and full realization of the legislation's objectives will require years. States must work to "build incrementally from best-practice examples."<sup>16</sup> A 2001 National Governors Association (NGA) study identified three guiding principles for successful state workforce development systems:

- 1) Active involvement and strong leadership of the governor is critical in successfully transforming the workforce development system.
- 2) Successful states have restructured agencies to improve coordination among workforce programs.
- 3) "Workforce development is no longer viewed primarily as an extension of social welfare policy, but as an essential part of a state's economic growth strategy."<sup>17</sup>

In the context of the WIA model, in 2002, JLARC reported that Virginia lacked a coherent, coordinated system of workforce training. At that time, twenty-two workforce training programs existed and were administered by ten state agencies under three secretariats. No formal coordination was in place among the programs, many of which duplicated services. The study also found that while Virginia had implemented the basic framework of the One-Stop system as required by the WIA, the Virginia Employment Commission (state administrative agency for WIA) did not have the authority to develop a truly coordinated model. JLARC "recommended that Virginia consider adopting a different model for governing workforce training programs. The new model should consolidate workforce training programs under one agency, which should be responsible for the administration of the WIA."<sup>18</sup>

Currently, there are twenty-nine state workforce training programs administered by twelve state agencies under four different Secretariats. As of June 30, 2005, funding for these programs totaled over \$400 million at 55/45 percent federal state ratio. These programs serve a myriad of customers consisting of employers, incumbent and dislocated workers, unemployed, at-risk and economically disadvantaged and those incarcerated in the juvenile and criminal justice systems. There are also no common or consistent labor market outcome measures to determine program performance or value in a systemic way.

The SWOT analysis revealed other challenges that precipitate the need for reform. Those challenges are: in some instances, workforce training programs do not reflect demands in the market; workers, job seekers and employers have to navigate a myriad of entry/exit points to reach appropriate services that they may need; low-wage workers need special supports and

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<sup>16</sup> Social Policy Research Associates, The Workforce Investment Act: The First Five Years: Results from the National Evaluation of the Implementation of WIA (Oakland, CA: 2004) I-20.

<sup>17</sup> Evelyn Ganzglass, et al., Transforming State Workforce Development Systems: Case Studies of Five Leading States (Washington, DC: National Governors Association, 2001) 5.

<sup>18</sup> Joint Legislative Audit and Review Commission.

interventions to move up in the labor market (this is not addressed in a systematic way); and effective governance and accountability in workforce policy is absent.

Similarly, at the local and regional service delivery level, weaknesses were also identified. The most prominent issues are: financial resources are not consistently available; the concept of “comprehensive One Stop Service Delivery Centers” has not been fully realized in Virginia; not enough employers understand the services offered through the local delivery system; collaborative relationships with the private sector must be strengthened; comprehensive state policies, procedures and processes are needed to guide workforce development activities; training and education programs must be designed to meet current and future employer demands; the link between workforce and secondary and postsecondary career and technical education must be strengthened; and the needs of employers and the needs of the hard-to-serve must be reconciled.

There is an obvious need for workforce reform in Virginia in order for the Commonwealth to remain economically competitive, to increase the quality of life for all Virginians and to more efficiently and effectively use the resources available.

With the passage of SB 494/HB 1307 in the 2006 Session of the General Assembly and Governor Kaine’s issuance of EO Twenty-five (2006), the Administration will direct an action agenda for workforce reform through the implementation of the Governor’s Workforce Development Strategic Plan. Following is the action plan agenda and a statement of priorities as we move forward.

## **Vision**

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

Three critical strategic workforce development goals are identified for Virginia and are listed in order of priority. Strategies are listed for each goal on pages 16-20. Strategies are also listed by order of priority under each goal. Parties responsible for carrying out specific actions as well as target dates are identified.

## **Goals**

- 1. Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.**
- 2. Demonstrate results and value in the workforce system that meets business needs through performance measurement and assessment.**
- 3. Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.**

## Goals, Strategies and Action Items

### Acronym Key:

**Cabinet Members:**

Secretary of Administration (SA)  
 Secretary of Commerce and Trade (SC&T)  
 Secretary of Education (SOE)  
 Secretary of Health & Human Resources (SHHR)  
 Secretary of Public Safety (SPS)  
 Secretary of Technology (ST)  
 Senior Advisor for Workforce (SAW)

Department of Education: (DOE)  
 Department of General Services (DGS)  
 Department of Juvenile Justice (DJJ)  
 Department of Labor and Industry (DOLI)  
 Department of Mental Health, Mental Retardation and  
 Substance Abuse Services (DMHMRSAS)  
 Department of Professional and Occupational  
 Regulation (DPOR)  
 Department of Rehabilitative Services (DRS)  
 Department of Social Services (DSS)  
 State Council for Higher Education in Virginia  
 (SCHEV)  
 Virginia Community College System (VCCS)  
 Virginia Economic Development Partnership (VEDP)  
 Virginia Employment Commission (VEC)

**Councils and Boards:**

Compensation Board (CB)  
 Virginia Workforce Council (VWC)

**State Agencies:**

Department of Corrections (DOC)  
 Department of Correctional Education (DCE)

### *Goal 1*

**Create substantial structural reform through consolidations to reduce administrative costs and streamline and integrate workforce policy and services for business, workers and job seekers.**

Strategy	Action Item	Responsible Parties
<b>Recommend consolidation legislation to the 2008 GA</b>	1. Examine national promising and best practices by Spring 2007.	SAW; SC&T; SOE; SHHR
	2. Evaluate major workforce programs by Summer 2007.	SAW
	3. Investigate funding & allocations formulas by Summer 2007.	SAW;SOE;SC&T;SHHR
	4. Clarify role of the Virginia Workforce Council.	VWC, SAW
	5. Create a funding & resource sharing formula for the local workforce system infrastructure by summer 2007.	SAW; SC&T; SOE; SHHR; SPS
	6. Senior Advisor & Secretary working group to examine possible structure of workforce reform and recommend proposed strategy to Governor by summer 2007.	SAW; SC&T; SOE; SHHR

Strategy	Action Item	Responsible Parties
<b>Increase the efficiency &amp; effectiveness of regional and local workforce development efforts.</b>	1. Consolidate regional WIBs, using some of the following criteria: MSAs, labor markets and commuting patterns, economic cluster data, educational attainment data, job projection data, existing higher education structure and other strategic economic demands to increase the ability to meet worker and employer needs by 2008.	VWC; SAW; SC&T
	2. Promote, educate and issue policy guidance on the strategic role of the WIBs by 2007.	VWC; SAW
<b>Support a seamless workforce development system</b>	1. Establish a comprehensive One Stop Service Delivery Center in each workforce area by 2008.	VWC; SAW; SC&T; SOE; SHHR
	2. Establish a virtual on-line One-Stop by 2008.	ST; SAW; SOE; DOE; VCCS; VWC; VEC; SCHEV
	3. Establish uniform procedures, policies and forms for all “core” services for all workforce training programs by 2008.	SAW; VWC; SC&T; SOE; SHHR

**Goal 2**

**Demonstrate results and value in the workforce system that meets business needs through performance measurement and assessment.**

<b>Strategy</b>	<b>Action Item</b>	<b>Responsible Parties</b>
<b>Provide annual demand analysis</b>	1. Establish certified and competency-based assessments and credentials that meet employer demands and create a world-class pipeline of competitive employees that have the capability of filling the attrition that will occur by 2009 in demand occupations.	VCCS; SCHEV; VWC; SAW; DOE; VEC; VEDP; Business and Labor Groups
	2. Identify the major demand occupations by state and region annually.	VEC; VEDP; VWC
	3. Establish workforce priorities and incentives to address employer occupational demands in rural areas by 2008.	VWC: SC&T; SAW; Center for Rural Virginia
	4. Provide incentives throughout the workforce system, such as incentives for workers to enter high-demand occupations, to increase the ability to meet future workforce demands by 2009.	VWC; SAW; SC&T; SHHR; SOE
	5. Provide aptitude screening tests, developed in partnership with the private sector, to assist high-tech employers to locate candidates who, with a modest investment in training, have the potential to become highly productive employees. These employees will help to fill vital needs in the Commonwealth for high-wage, high-tech jobs.	ST
<b>Educate employers &amp; promote awareness of the benefits of investing in VA's workforce development system</b>	1. Develop a technical assistance and training approach for small and existing business by 2008.	SAW; SC&T; VWC; SHHR
	2. Provide multi-funded incentives to encourage and support local and regional collaboration between workforce and economic development.	SAW; SC&T; VWC



### Goal 3

**Respond to long-range talent and skill forecasts as well as emergent near-term market and business needs.**

Strategy	Action Item	Responsible Parties
<b>Increase priority and visibility of skills development, career &amp; technical education and postsecondary education opportunities for adults</b>	1. Provide alternative approaches to organizing postsecondary skill development, remediation and workforce training programs for adults throughout the state to increase availability and access to these programs by 2008.	SOE; VCCS; SCHEV (VA Council on Continuing & Professional Studies)
	2. Create skill development opportunities by 2008 for at-risk population sectors that face barriers to employment.	SHHR; SPS; DSS; DRS; DOC; DJJ; VWC; VCCS; SAW
	3. Develop a statewide career pathways and workforce communication plan by 2007.	SOE; VCCS; DOE; DOLI; Career Education Foundation; VWC; SAW
	4. Increase the use of the Career Readiness Certificate (CRC) and necessary resources to upgrade adult skill deficiencies by 10% annually beginning in 2007.	VWC; VCCS; SAW; DSS; DOCE; DJJ; CBOs; Regional Jails
<b>Insure attainment of labor market skills</b>	1. Increase the proportion of 18-24 year-olds enrolled in postsecondary education to 39 percent by 2010.	SOE; DOE; VCCS; SCHEV
	2. Develop an electronic data base to determine progression from P-16 education system (public & private) to employment by 2009.	SOE; VCCS; SAW; VWC
	3. Require every public school student by 2010 to have an individualized high school plan to ensure course selection decisions are aligned with students' transition and career goals after high school.	SOE; DOE; VCCS
	4. Increase by 6 percent annually, by 2008, those entering registered apprenticeship programs to meet anticipated skill shortages, as indicated in the VWC's Workforce Development Blueprint for 2012.	SOE; DOE; VCCS; VWC; SC&T; DOLI

## **Appendix A: Governor’s Workforce Development Strategic Plan Steering Committee**

### **Governor’s Cabinet**

The Honorable Patrick Gottschalk  
Secretary of Commerce & Trade

The Honorable Dr. Thomas Morris  
Secretary of Education

The Honorable John Marshall  
Secretary of Public Safety

The Honorable Marilyn Tavenner  
Secretary of Health & Human Resources

The Honorable Daniel G. LeBlanc  
Senior Advisor to the Governor for Workforce

### **Legislative Branch – Senate of Virginia**

The Honorable Charles J. Colgan

The Honorable Yvonne B. Miller

The Honorable Charles R. Hawkins

The Honorable Frank M. Ruff, Jr.

### **Legislative Branch – House of Delegates**

The Honorable Kathy J. Byron

The Honorable Harvey B. Morgan

The Honorable Vincent F. Callahan

The Honorable Robert Tata

The Honorable Clarke N. Hogan

### **Business, Education and Government Representatives**

Mr. Huey Battle  
Area Manager for Virginia Public Affairs  
Washington Gas

Ms. Mauricee Holmes  
Principal  
Richmond Technical Center

Honorable Kate Berger  
Chair  
Pittsylvania County Board of Supervisors

Mr. Hugh D. Keogh  
President  
Virginia Chamber of Commerce

Mr. Peter Blake  
Vice Chancellor  
Virginia Community College System

Ms. Jane Kusiak  
Executive Director  
Council on Virginia’s Future

Mr. Ellwood B. Boone, III  
Chief Executive Officer  
HCA John Randolph Medical Center

Mr. James Leaman  
President  
Virginia State AFL-CIO

Mr. Danny Brown  
President  
Virginia Board for Social Services

Dr. Billy K. Cannaday  
Superintendent of Public Instruction  
Virginia Department of Education

Ms. Marjorie M. Connelly  
COO, President of Business Services Group  
Wachovia Securities

Ms. Debra Crowder  
Director  
South Central Workforce Investment Board

Mr. Mark B. Dreyfus  
President  
ECPI College of Technology

Dr. Glenn DuBois  
Chancellor  
Virginia Community College System

Ms. Dolores Esser  
Commissioner  
Virginia Employment Commission

The Honorable Paul D. Fraim  
Mayor  
City of Norfolk

Mr. Steven Gould  
Senior Special Assistant for Policy  
Office of the Governor

Dr. Robert Leber  
Director, Education & Workforce  
Development  
Northrop-Grumman

Dr. Richard W. Lindsay  
Chair  
Virginia Board for the Aging

Mr. Hiawatha Nicely, Jr.  
Chair & CEO  
Community National Bank

Mr. Samuel Simon  
President  
State Rehabilitation Council

Mr. Oliver R. Hunt Singleton, Jr.  
President/CEO  
Richmond Metropolitan Business League

Dr. Steven R. Staples  
Vice Chair  
Virginia Apprenticeship Council

Mr. Alan Toxopeus  
Chair  
State Board for Community Colleges

Mr. Wayne Turnage  
Deputy Chief of Staff  
Office of the Governor

Mr. Brett Vassey  
President/CEO  
Virginia Manufacturers Association