

SEVA-PORT
Southeastern Virginia
Partnership for Regional Transformation



Implementation Plan

June 4, 2008

Commonwealth of Virginia
On behalf of Opportunity Inc., the Hampton Roads Workforce Development Board

In Partnership with the Greater Peninsula Workforce Investment Board and
Crater Regional Workforce Investment Group

SEVA-PORT

Implementation Plan

Commonwealth of Virginia

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Southeastern Virginia Partnership for Regional Transformation –

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EXECUTIVE SUMMARY

Southeastern Virginia (SEVA) is a regional economy in need of transformation. Industry downsizing and closures and military base realignment and closures threaten to disrupt the regional economy. A shortage of skilled workers has the potential of halting progress on emerging and expanding industries. Traffic congestion has the potential to slow expansion related to the nation's 7th largest port in number of containers which could have a ripple effect across not only the region, but Virginia and the nation. The Southeastern Virginia Partnership for Regional Transformation (SEVA-PORT) is a strong WIRED collaborative of senior-level leaders in economic and workforce development, civic, business, education, government, entrepreneurial and philanthropic organizations from the southeastern region of Virginia. SEVA-PORT has designed and implemented an innovative, sustainable systematic approach to transforming our regional economy by enhancing the Port-related Transportation, Warehousing and Distribution (TWD) industries. Our approach will serve to satisfy short term, critical training needs of the TWD industry sector while integrating state-of-the-art logistics tools, and talent skilled in using those tools, developed in the region's emerging and high-growth Modeling and Simulation (M&S) Industry. All this will be done with an emphasis on developing the skills and talent of recently dislocated workers, preparing the emerging workforce, and engaging untapped labor pools.

Through this regional transformation project, we will use WIRED to develop targeted training to provide career pathways into the TWD, logistics and M&S industries. This training will serve the region's immediate worker needs while developing new careers using M&S technologies to modernize operations in the more traditional TWD industries. In particular, we will focus on how best to move additional containers out of the Hampton Roads region to the Petersburg's area, where they can be redistributed across the nation. This initiative will have a very positive impact on the region's economic development and thereby the region's future economy, and will help off-set the negative impact of recent BRAC and Ford announcements.

The Greater Peninsula, Hampton Roads and Crater Regional Workforce Investment Boards, in partnership with business and industry, the education community, economic development and other regional organizations, has developed a sustainable WIRED Collaborative to drive our regional transformation. To accomplish this transformation, we must be prepared to meet the present and future workforce needs of the region by providing job training and related activities for workers to assist them in gaining the skills needed to obtain or upgrade employment in the these industries.

2. GOALS, STRATEGIES AND ACTIVITIES OF THE SEVA-PORT INITIATIVE

The Southeastern Virginia Partnership for Regional Transformation's (SEVA-PORT) Implementation Plan is based on connecting leadership across the region to transform the Southeastern Virginia economy. The goals of SEVA-PORT meet the overarching goal of the national WIRED initiative of integration of the education, workforce and economic development systems. Since WIRED is a constantly evolving process, the SEVA-PORT Collaborative has developed a Process Goal, in addition to three substantive goals.

PROCESS GOAL: Establish effective processes to drive the goals of SEVA-PORT

In order to accomplish the strategies outlined in SEVA-PORT's three goals, a process goal and the following strategies will assist in guiding the progress of the initiative:

- **Data Gathering** will be an ongoing process with the majority occurring during the Technical Assistance phase of the project. Technical assistance funds will be used to provide asset mapping and cluster analysis for the region. Continued data analysis will shape and develop the project's goals, strategies and activities throughout the duration of the project.
- **Performance Metrics** will guide the project's success. SEVA-PORT will be a results-driven project with consistent attention on metrics and results-driven goals. Partners will assist in developing measurable goals and benchmarks.
- **Sustainability** will guarantee the project's success after the current funding cycle. SEVA-PORT will provide the foundation for regional transformation in M&S and TWD industries. It is critical that a vision for sustaining this groundwork be in place as the project progresses and moves into the future.
- **Communication** across the twenty-five counties and cities of the SEVA-PORT project will be essential in order to unify the area and address the unique needs, capabilities and resources of the region.

GOAL 1: Foster economic development in Southeastern Virginia by supporting the current and future workforce needs of the TWD and M&S industries through network/relationship building, industry driven training, research and development and entrepreneurship.

This is our first and foundational substantive goal for SEVA-PORT. The goal's strategies and activities are built around a major regional effort to expand the emerging Modeling and Simulation industry as well as enhance the mature Transportation, Warehousing, Distribution and Logistics Industries through economic development, workforce development, education, and the application of M&S technologies. Goal 1 recognizes and addresses the limiting factor that many of our citizens will not necessary seek out skills improvement opportunities on their own; we must, as leaders expose them to the many exciting career opportunities available. Because studies show that more than half of all new jobs are created by small business and

entrepreneurial business, it is critical that the regional job creation plan include a supportive culture in which entrepreneurial businesses are encouraged and supported.

Several regional transformation activities that will be accomplished under this Goal include:

- **Developing Communities of Practice** – SEVA-PORT will connect relevant community members for the purpose of identifying critical workforce needs and increasing the acceptance and use of new technologies like M&S in TWD and logistics industries. This will also serve to increase demand for M&S products and services. Funds will be used to plan, organize and chair industry workgroup activities and raise the visibility of M&S in the TWD industry through workshops, seminars, conferences, etc.
- **Leverage Industry Research Partnerships** – SEVA-PORT will leverage existing activities such as the Hampton Roads Research Partnership’s Economic Development Administration (EDA) initiative to grow the M&S industry. WIRED grant funds will be critical to connecting the existing effort with the TWD and logistics industry and in focusing the region’s emerging M&S industry on applying research and development toward products needed for TWD expansion.
- **Increase Entrepreneurial Activity** – SEVA-PORT will connect with, and provide entrepreneur services through, existing entities such as the Technology and Business Center at the College of William and Mary, the Hampton Roads Technology Incubator System, the Crater Small Business Development Center (SBDC), Hampton Roads Research Partnership, Hampton Roads SBDC and others. Partners will provide: outreach and identification of entrepreneurs and new businesses in TWD, logistics and M&S industries; business management counseling, training programs and seminars on topics relevant to starting and growing a small business; assistance with public outreach activities; and, connections between entrepreneurs in TWD, logistics and M&S industries and the larger business community, potential partners, and customers through various networking and one-on-one introductions.
- **Training programs** – SEVA-PORT partners will work with industry to identify skill gaps among dislocated workers to better identify needed training for TWD, logistics and M&S Industry Occupations. Training pathways include One Stop systems, secondary education, community colleges, apprenticeship programs, and four-year institutions.

GOAL 2: Mitigate BRAC and industry downsizing impacts and prepare for future economic opportunities by strengthening the pipeline for talent development to transition impacted employees to fast growing occupations in TWD and M&S.

The economy of Southeastern Virginia faces many challenges and opportunities in the coming years. Proposed BRAC actions threaten to disrupt the region’s defense based economy and the expansion of Fort Lee’s training and logistics center provides a unique opportunity to diversify and expand the region’s workforce. In addition, one of the region’s major employers, Ford Motor Co., has closed its Norfolk Plant, which resulted in the direct and indirect loss of more than 5,000 jobs. While the impact of this closure has been mitigated by a relatively healthy local economy, strengthening the pipeline for talent development is critical to addressing ongoing worker dislocation. This goal’s strategies and activities are built around a major regional effort to meet the needs of those individuals impacted by these actions, as well as continue to provide services to those individuals in need of talent development.

Several regional transformation activities that will be accomplished under this Goal include:

- **Expanding Training Initiatives** – SEVA-PORT will increase the pool of skilled workers to enhance TWD industry growth and integrate M&S into TWD and logistics operations. From a system perspective, the initiative will be used to develop industry links to education at all levels by expanding existing networks to include TWD and M&S industry members. Through this process, SEVA-PORT partners will develop new and expanded certificate and degree programs, and deliver a coherent, coordinated range of course offerings creating career pathways into the TWD industry. SEVA-PORT will serve to meet the immediate need for truck drivers, warehouse personnel, crane operators, mariners, etc. and to build the workforce to support jobs such as operation technicians, technologists and engineers specializing in M&S to support the TWD industry.
- **Recruitment and Outreach** –Funds will be used to link individuals with training opportunities developed under Strategy 1 through a comprehensive, coordinated outreach strategy. Expanding the talent pipeline will be a major initiative for the SEVA-PORT region and efforts to engage young talent and under-represented populations will be included.
- **Leverage BRAC Related Job Creation** – While part of the region will experience job losses as a result of BRAC, the area around Fort Lee will experience a significant increase in jobs and need for workers to support the relocation of several logistics related commands which share training needs with the overall regional TWD industry. Among the functions moving to Fort Lee will be the Army Transportation Center & School and the Air Force Transportation Training Command. SEVA-PORT partners will enhance existing business and workforce networks within the SEVA mega region so that individuals negatively impacted by BRAC and plant closures like Ford are linked to BRAC related opportunities resulting from the Fort Lee expansion.

GOAL 3: Enhance relationships between existing WIRED partners and expand the collaborative as necessary to achieve our goal.

Over the past decade Hampton Roads has matured a rich network of organizations, serving the region’s leadership and business development needs that cover the entire metropolitan area. SEVA-PORT has been designed, in part, to strengthen these relationships and broaden those built individually within each region. Goal 3 strategies and activities are built around literally **WIRING** the region for economic, workforce and education policy and programs.

Several regional transformation activities that will be accomplished under this Goal include:

- **Foster Greater Partnerships and Coordination with Economic Development** – SEVA-PORT will bring the existing local and regional economic development organizations together as they have not been before to focus on supporting the TWD industry and integrating it with the M&S industry. This will be done through regular meetings, workshops, symposia, etc.

- **Provide Regional Forums for Transformation** – SEVA-PORT will create regular forums for named partners in this collaborative, and others subsequently identified, to network, share best practices jointly address new challenges.

SEVA-PORT WIRED Goals Matrix

GOAL 1: Foster economic development in Southeastern Virginia by supporting the current and future workforce needs of the TWD and M&S industries through network/relationship building, industry driven training, research and development and entrepreneurship.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
1. Benchmark and identify the needs of Southeastern Virginia’s current and future workforce, in areas of workforce development, economic development, education and training, specifically related to the emerging M&S industry and the mature and expanding TWD industry.	<ul style="list-style-type: none"> a) Define a baseline of the labor inventory within the targeted industries b) Identify the current and future workforce needs of businesses in the targeted industries, both in the short term and longer-term c) Define the regional capacity for education and training to support the identified industries. d) Conduct an in-depth analysis of each targeted industry to assess the regions’ capability and capacity to effectively impact the shortages in labor and skills to accomplish the goals of the WIRED initiatives. e) Conduct an asset map of the existing programs in the region that would be potentially applicable to SEVA-PORT f) Identify the gaps between the workforce needs of the targeted industries in the “as is” workforce and the “should be” workforce. 	a) – f) Economic Consultant, WIRED Collaborative, M&S / TWD Industry Panels, Education Panel	a) – f) Year 1: Final report completed by 8/30/08	a) – f) Technical Assistance funding; input from panels	a) – f) Economic Impact Analysis and Cluster Analysis. Report will include a survey of workforce need of businesses in clusters, survey of education programs preparing students for jobs in selected industry clusters, evaluation of effectiveness of those programs in recruiting students, analysis of current programs serving industry needs in Southeastern Virginia education systems. An analysis of industry-identified workforce needs/ workforce supply and pipeline
2. Develop Communities of Best Practices by connecting relevant community members for the purpose of identifying critical	<ul style="list-style-type: none"> a) Plan, organize and chair industry panel activities b) Raise the visibility of M&S in the TWD industry through 	<ul style="list-style-type: none"> a) Industry panels b) WIRED 	a) – b) Year 1, 2, 3	a) Funding partner contracts; input from industry	<ul style="list-style-type: none"> a) Meetings of SEVA-PORT Industry panels b) Informational

workforce needs and increasing the acceptance and use of new technologies like M&S in TWD industries.	workshops, seminars, conferences, etc.	Collaborative		b) Funding from existing panel resources; input from industry	workshops and seminars throughout the year
3. Increase capacity for M&S education and awareness of M&S / TWD careers at the Secondary Education level	<ul style="list-style-type: none"> a) Benchmark current M&S curriculum, software, lab resources, instructor capabilities b) Coordinate a committee of technology educators to develop, review, and field test a model high school curriculum. c) Communicate information to teachers, counselors and students about M&S / TWD careers. d) Develop industry specific internships/classroom projects and technology camps. e) Implement teacher training/workshops in M&S. 	<ul style="list-style-type: none"> a) Education Panel, T/A Economic Consultant b) Secondary Education Panel c) Education Panel, Opportunity Inc d) Industry panels, Education Panel e) Secondary Education Panel 	<ul style="list-style-type: none"> a) 8/30/08 b) 2/08 – 3/09 c) Years 2,3 d) Years 2, 3 e.) Years 2,3 	a – e) Secondary Education funds	<ul style="list-style-type: none"> a) Identification of curriculum objectives and scope, current capabilities and resources at secondary level. b) Comprehensive M&S curriculum to be used in high schools c) Development of a communications plan that increases knowledge of M&S / TWD education and careers. Dissemination of various materials that introduce communities to M&S/ TWD opportunities. d) Complete one M&S/TWD classroom project and enroll at least 30 students (age 16 and up) in summer technology camps. e) Enroll at least 15

					teachers in M&S training/workshops
4. Increase and continue development of college certificate, Associate and Bachelor degrees programs in M&S and TWD programs	<ul style="list-style-type: none"> a) Collaborate with business and industry to identify skill gaps in M&S and port-related industries b) Work with community colleges and 4-year institutions to develop curriculum, programs, update labs and increase instructors for new and emerging TWD and M&S occupations c) Develop co-ops and internships d) Graduate and place students with new competencies in business and industry 	a -d) Industry panels, Community College Education Panel, Education Panel, WIB's	<ul style="list-style-type: none"> a) Year 1: 8/30/08 b) Years 1, 2 and 3 c) Years 2 and 3 d) Years 2 and 3 	<ul style="list-style-type: none"> a) Funding from Technical Assistance Proposal b) WIRED Community College funds c) WIRED Internship Funds 	<ul style="list-style-type: none"> a) Strategies to reduce gaps for critical skills in M&S and TWD b) Increase in number of programs in TWD / M&S c) Increase in student exposure to industry-related occupations d) Increase in number of students graduating and obtaining jobs in M&S / TWD related areas.
5. Accelerate the pace of technology transfer from area universities and labs to TWD industries	<ul style="list-style-type: none"> a) Identify current best practices using M&S technologies in TWD industries b) Identify and prioritize industry research needs c) Leverage existing grant opportunities d) Implement an outreach and education campaign with Gap Analysis results. Facilitate specific university/lab interactions e) Work with the education and training community to ensure that 	Hampton Roads Research Partnership and Entrepreneurial/ Small Business Panel	Year 2 and 3	a-f) Research Partnership WIRED funds	<ul style="list-style-type: none"> a-b) Produce a TWD Industries Best Practices Gap Analysis. c - d) Familiarize industry with the gap analysis results and benefits of integrating new technologies into operations. Information will be distributed via the

	<p>employees are trained in skills needed to operate new, M&S technologies in TWD industries.</p> <p>f) Provide training to employees in the use of new technologies.</p>				<p>internet and through partnerships with TWD/M&S industry organizations and the education and training community.</p> <p>e-f,) Ongoing support activities will include ongoing workshops and seminars addressing industry needs and showcasing the latest technology solutions. Training will be provided to employees to build and improve skills in using these technologies.</p>
<p>6. Increase entrepreneurial activity and small business development in M&S and TWD areas.</p>	<p>a) Provide outreach and identification of entrepreneurs and new businesses in TWD and M&S industries.</p> <p>b) Provide business management counseling, training programs and seminars on topics relevant to starting and growing a small business.</p> <p>c) Provide a connection between entrepreneurs in TWD and M&S industries and the larger business community, potential partners, customers, and funding sources through various networking and one-</p>	<p>a) - c) Entrepreneurial / Small Business Panel</p>	<p>a) - c) Year 2 and 3</p>	<p>a) – c) Business development funds</p>	<p>a) –c) Provide training and resources to at least 24 small businesses/entrepreneurs.</p>

	on-one introductions.				
7. Increase the pool of skilled workers to enhance TWD industry growth and integrate M&S into TWD operations.	<p>a) SEVA-PORT partners will develop new and expanded certificate and degree programs, and deliver a coherent, coordinated range of course offerings creating career pathways into the TWD/M&S industries</p> <p>b) Meet the immediate need for truck drivers, warehouse personnel, crane operators, mariners, etc. and to build the workforce to support jobs such as operation technicians, technologists and engineers specializing in M&S to support the TWD industry.</p>	a) – b) WIB’s, One Stop Systems, Business and Education Panels,	a) – b) Year 1, 2 and 3	WIB, Business and Education funds	a) – b) 300 individuals will be trained in M&S/TWD industries; 225 of these will receive a degree, certificate or credential; 168 will obtain jobs in M&S/TWD. In addition, in Year 1, 50 individuals will enroll in “WIRED-related – WIA funded” programs and 70 will enroll in WIRED funded programs. In Year 2 and 3, 80 individuals will enroll in “WIRED-related – WIA funded” programs and 115 will enroll in WIRED funded programs.
8. Identify policy issues that need to be resolved to meet Goal 1	Develop recommendations on policy issues identified	SEVA-PORT Executive Committee, All partners	Ongoing	To be determined	To be determined

Notes:

GOAL 2: Mitigate BRAC and industry downsizing impacts and prepare for future economic opportunities by strengthening the pipeline for talent development to transition impacted employees to fast growing occupations in TWD and M&S.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
1. Increase M&S / TWD training programs based upon industry-identified skill gaps among dislocated workers	Assess incumbent worker programs and industry needs assessment	Technical Assistance provider, WIB's, One Stop Systems, Industry Panels	Year 1: 8/30/08	Technical assistance funding	Asset map of workforce center and incumbent-worker programs
2. Provide outreach to incumbent workforce and create accessible M&S and TWD programs to workforce system customers	Provide tuition payments for workers to receive training in M&S / TWD programs	WIB's, One Stop systems	Years 1, 2, 3	WIB WIRED funds and WIA funds	Tuition payments provided to 300 individuals for training in SEVA-PORT related programs.
3. Leverage BRAC related job creation through Fort Lee expansion.	Enhance existing business and workforce networks between the Crater and Peninsula / Hampton Roads region so that individuals negatively impacted by BRAC and plant closures like Ford are linked to BRAC related opportunities resulting from the Fort Lee expansion	Crater WIB, One Stop Systems	Year 1,2, 3	BRAC actions and Crater WIB	Increase in number of individuals trained for M&S / TWD related-jobs through Fort Lee expansion
4. Identify policy issues that need to be resolved to meet Goal 2	Develop recommendations to address policy issues, such as barriers that prevent incumbent workers from furthering their education	SEVA-PORT Executive Committee, All partners	Ongoing	To be determined	Elimination of barriers

Notes:

GOAL 3: Enhance relationships between existing WIRED partners and expand the collaborative as necessary to achieve our goal.

Key Strategies	Activities	Responsible Parties	Timeframes/ Milestones	Resources Needed	Desired Outcomes/ Metrics
1. Develop Executive Committee to provide guidance and unified vision for the SEVA-PORT initiative	Conduct quarterly meetings to update Committee on project's successes and challenges, revise Implementation Plan, and resolve policy issues	SEVA-PORT Executive Committee	Year, 1, 2, 3	WIB WIRED funds	Governance and leadership for the project
2. Create regular forums for SEVA-PORT partners to network, share best practices and jointly address new challenges.	Convene quarterly Panel meetings and provide opportunities for collaboration between Panel groups.	SEVA-PORT Collaborative	Year 1, 2, 3	WIB WIRED funds	Increased collaboration, communication and networking opportunities for partners.
3. Build foundation based upon sustainability to continue SEVA-PORT efforts beyond 3-year funding period	Seek leveraging opportunities to continue growth of SEVA-PORT's successes in M&S and TWD.	SEVA-PORT Collaborative	Year 2, 3	To be determined	Funding to continue growth of M&S and TWD industries within the region
4. Develop a Communication Plan to manage SEVA-PORT announcements and progress between WIRED partners and educate key stakeholders at the regional level	a) Develop and disseminate quarterly newsletters, website, press releases, and speakers bureau b) Communicate to the community, elected officials, business organizations and others about the WIRED initiative.	Opportunity Inc	a –b) Year 1,2, and 3	a-b) WIB WIRED Funds	a-b) Press releases, website, newsletters and media/ related to WIRED
5. Implement outreach strategy specific to traditionally underserved populations.	a) Create a SEVA-PORT Minority Task Force to address issues and develop strategy to engage this population. b) Create programs and outreach activities to bring underrepresented	Opportunity Inc, WIBs	Year 2,3	To be determined	a –b) Increase in number of minority youth entering STEM related education programs and adults obtaining jobs in STEM/M&S related fields.

*SEVA-PORT Implementation Plan
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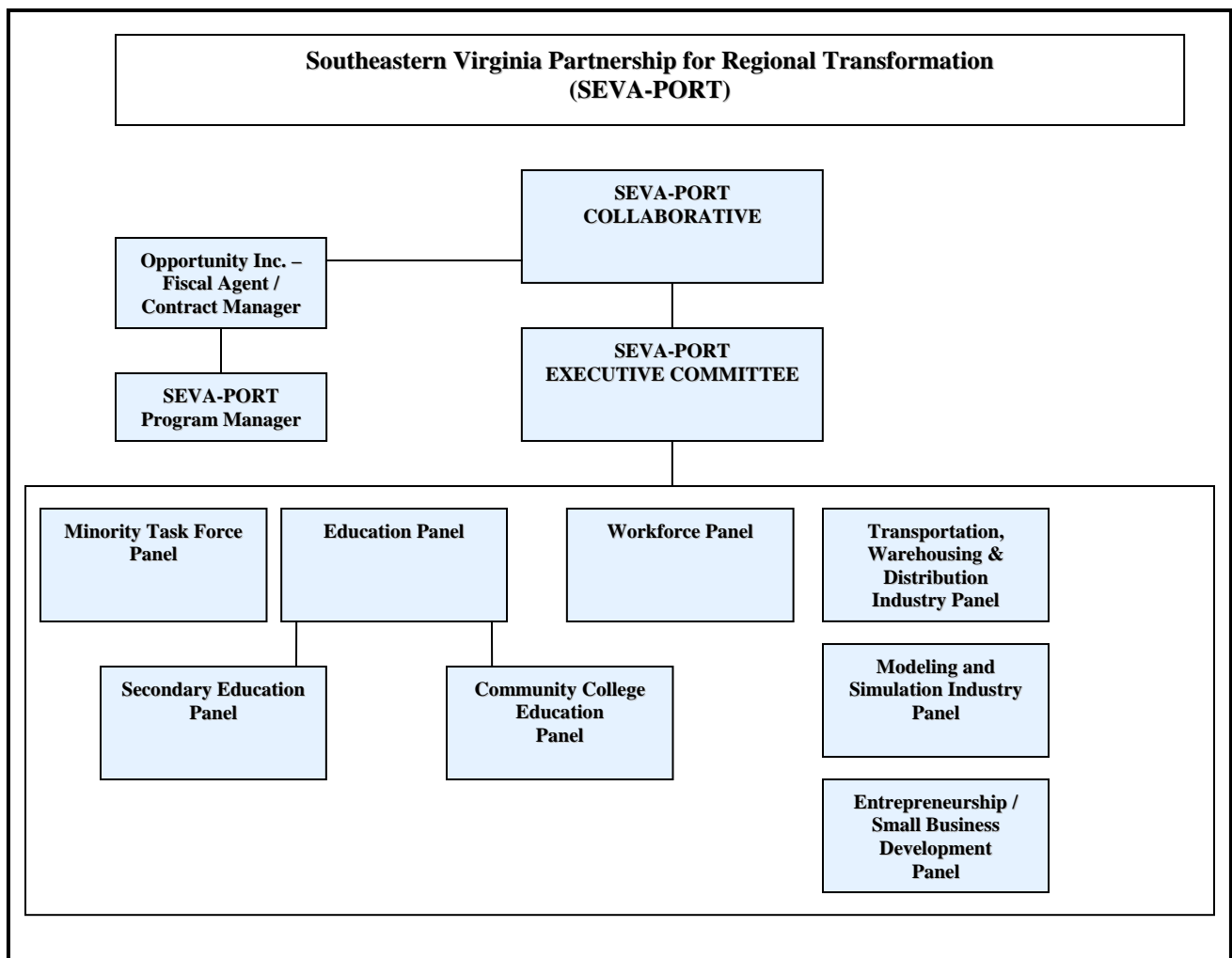
	populations into M&S / STEM fields				
6. Identify policy issues that need to be resolved to meet Goal 3	Develop recommendations to address policy issues	SEVA-PORT Executive Committee, SEVA-PORT Collaborative	Ongoing	To be determined	Elimination of barriers

Notes:

3. SEVA-PORT GOVERNANCE

Organization Chart

The SEVA-PORT partners selected Opportunity Inc., as the appropriate governing body to receive and effectively implement the WIRED grant in Southeastern Virginia due to their staff expertise and experience handling large funded projects. As the administrative lead and fiscal agent of SEVA-PORT, Opportunity Inc. (OppInc.), the staff organization for the Hampton Roads Workforce Development Board (HRWDB), has over 30 years of experience in workforce and economic development. The organizational chart of the participating SEVA-PORT WIRED partners is shown below.



SEVA-PORT Organization and Composition

The SEVA-PORT initiative supports regional partnership comprised of business, civic, academic, and economic/workforce development leaders in implementing innovative and transformational approaches to regional economic development. SEVA-PORT Partners have been asked to serve on panels representative of the services and community they serve. The following define the roles and responsibilities of the Collaborative, Executive Committee and the various SEVA-PORT Panels.

SEVA-PORT Collaborative

The SEVA-PORT Collaborative is meant to be an inclusive group of all the WIRED partners. The Collaborative will assist in the execution of the Implementation Plan and serves as the focal point for the overall partnership.

SEVA-PORT Executive Committee

The SEVA-PORT Executive Committee is meant to serve as the decision and policy making arm of the initiative. The Executive Committee will serve an integral role in providing feedback and direction as the initiative progresses over the next three years.

Industry Panels (M&S and TWD)

Industry Panels will serve to provide input from the business community's perspective. Panel members will recommend and invite additional Panel members to participate throughout the duration of the project.

Workforce Panel

The Workforce Panel is made up of the three regional directors and One Stop Directors.

Education Panel/ Secondary Education & Community College Panels

The Education Panel consists of 4 year research institutions, historically black colleges and universities, community colleges, career and technical education centers, proprietary schools, curriculum developers and writers, and academic counselors. Members of the secondary education system and community colleges will form Panels respective to their roles within this Plan.

Business/Entrepreneurship Panels

Panel meetings within the Small Businesses and Entrepreneur Panels will facilitate efficient technology and research transfer between the M&S and TWD communities.

Minority Task Force Panel

Minority advocates, philanthropic organizations and members of HBCU's will participate on the Minority Task Force to develop a strategy and specific outreach activities for connecting underrepresented populations to the SEVA-PORT initiative.

Components	Structure & Roles
SEVA-PORT Collaborative	Promotes WIRED findings & successes; Achieves WIRED project goals; Serves as focal point for ongoing education of partners; Focal point for celebrating success and collaborating to address deficiencies in delivery; Implement sustainability efforts for the long-term success of the Initiative
SEVA PORT Executive Committee	Achieves WIRED Goals and serves as decision-making body; Provides structural connection point with other functions of SEVA-PORT ; Executive Committee will be include members from the panel groups; Continually assesses regional strengths & weaknesses
2 Industry Panels	Provides business-driven focus for WIRED project; Each panel defines the region's industrial base; Identifies key employers and stakeholders; Identify workforce challenges facing industry; Articulate required competencies and skills; Identifies regional strengths & weaknesses; Creates awareness of career opportunities; Provide work experience including internships, on-the-job training; Hires candidates into the system; Evaluates workforce availability & skills; Assesses responsiveness of educational opportunities
Education Panel	Acts as convener to develop demand-driven linked curriculum between the high school, community college and four-year college and university levels; Connects business with educational program development; Determines best strategies for meeting industry needs; Develops new articulation agreements as needed; Develops plan to fill gaps
Community College Panel	Develops curriculum and hires staff to support instruction and curriculum development efforts; Increase the capacity of labs; Outreach and recruitment efforts for students; Support professional development opportunities for staff and instructors;

	Develop and continue growth of partnerships with area employers.
Secondary Education Panel	Develops, reviews, and field tests a comprehensive high school curriculum that focuses on modeling, analysis, and simulation; Expands career exploration strategies through employer connections for internships and other means; Provides outreach opportunities for youth (ages 16-18); Identifies gaps
Workforce Panel	Assists in the development of a coordinated workforce development policy; Serves as regional coordinator and clearinghouse of workforce related information; Markets job opportunities in key industries and connects jobseekers to those opportunities; Ensures training programs are responsive to regional employer needs; Develops consistency of service delivery in one-stop centers, individual training accounts, supportive services, and other areas; Provide outreach strategies to actively recruit potential workers in the M&S and TWD fields
Entrepreneurship/ Business Development Panel	Creates venues for networking; Coordinates delivery of training and technical assistance to small business; Identifies gaps in services to small businesses; Creates action recommendations for filling gaps
Minority Task Force Panel	Develop strategy and specific outreach activities for connecting underrepresented populations to the SEVA-PORT initiative
Local Fiscal Agent & Contract Manager: Opportunity Inc.	Ensures legal compliance and provide monitoring of implementation; Serve as local fiscal agent and ensure proper accounting procedures; Serve as local point of contact with state on financial and grants management issues

4. OPERATIONS

Management

Opportunity Inc. is the fiscal agent for the SEVA-PORT WIRED grant. Program staff, consisting of a Program Manager, will be housed at Opportunity Inc. and will report to the Vice President. WIRED funds will flow from the U.S. Department of Labor to the Commonwealth of Virginia, who will provide financial assistance and monitor implementation of the Initiative. The Commonwealth of Virginia will contract with Opportunity Inc., the Hampton Roads Workforce Development Board, as the fiscal agent for the grant. Contracts with partners, service providers and suppliers to the SEVA-PORT WIRED project will run through Opportunity Inc.'s regular purchasing policies.

Sustainability

SEVA-PORT will maintain sustainability standards for all WIRED activities during the grant cycle. Our initiative involves growing and evolving industries and shows our partners new ways of integrating their industries. Therefore, we see our plan as setting the foundation for region-wide economic transformation. Work on this initiative must continue past the three-year grant cycle. Efforts to sustain the projects work will be integrated into each SEVA-PORT project and sustainability efforts will periodically be reported to the Executive Committee.

Performance Measures

A regular reporting system to measure and report periodic performance will be utilized with each partner to track progress. Guidance from the U.S. Department of Labor's Employment and Training Administration (US DOL ETA) and the best practices of other WIRED regions will be used in setting the measurable outcomes. Regular performance reports, as required by through WIRED will be submitted to the SEVA-PORT Executive Committee, the Regional Workforce Investment Boards, the Commonwealth of Virginia and US DOL ETA.

Each of the panels will be responsible for driving strategies that will impact selected success measures continuing the length of the initiative. Each panel will be charged with establishing baseline data for its assigned measures and for proposing goals and programmatic strategies for achieving the goals to the SEVA-PORT Executive Committee for review and approval. OppInc. will manage, oversee and insure that the SEVA-PORT Executive Committee will have the responsibility of regular review of the collective set of indicators and re-visiting strategies with appropriate panels as necessary to meet the goals. An initial assignment of measures to each of the panels includes the following:

Panel	Measures
Industry Panels Modeling and Simulation and Transportation, Warehousing and Distribution	<ul style="list-style-type: none"> • Increase in partnerships* • Employer satisfaction with workforce skills of the applicant labor pool in each sector • Training capacity and remaining needs (skills gaps) of each sector • Employer investment in human development in each sector • Three year outcome: Increase in number of employees in each sector*
Education Panel	<ul style="list-style-type: none"> • Number of M&S / TWD programs at the community college level • Number of students entering and graduating from these programs • Expanded capacity of programs • Outreach and recruitment of high school students into M&S programs • Internship and co-op opportunities • Three year outcome: Established M&S curriculum at secondary level and increase in programs at community college level. Increase in students entering M&S/TWD fields*
Workforce Panel	<ul style="list-style-type: none"> • Quarterly meeting with Economic Development • Capacity of training programs • ITAs issued to 300 individuals • WIA performance measures • Three year outcome: Increase the number of workers enrolled in training in the region*
Entrepreneurship / Business Development Panel	<ul style="list-style-type: none"> • Quarterly workshops • Number of business start-ups • Existing M&S technologies and connection to TWD industries • Training opportunities for employees on using new technologies • Three year outcome: Increase the number of business start-ups in targeted sectors. Increase TWD industries that choose to integrate new technologies into their businesses*

* Specific measures will be provided after baseline data is collected and presented during asset mapping process

Project Evaluation

The WIRED staff will establish a system of regular program reviews with partners and service providers. Corrective actions will be agreed between the parties. Obligation of funds will generally not exceed one year and renewal of multi-year projects will be based on satisfactory progress being made on the project goals and strategies. The WIRED staff will provide regular reports on the status of each WIRED strategy to the WIRED Executive Committee and ETA leads.

Purchasing Policy

Expenditure of WIRED grant funds will follow the Purchasing Policies and Request for Proposal Process of Opportunity Inc. which are based on Virginia policies. In addition, reference will be made to the USDOLETA's document WIRED Initiative – Uses of the H-1B Funding Revenue – revised June 15, and other policies and decisions of its Grant Administration Division.

WIRED Plan Changes

Changes and modification to this implementation plan may be necessary as the SEVA-PORT initiative progresses and evolves. The SEVA-PORT Executive Committee will be notified of any changes in the goals and strategies (including new initiatives) in this Implementation Plan. Material changes in direction, scope or funding and any other changes required to be reported to the Commonwealth of Virginia and USDOLETA.

Communications

Communicating widely throughout the region is necessary to increase knowledge of and support for the WIRED initiatives. SEVA-PORT has developed a communication plan to guide the efforts of communicating the WIRED plan and progress to the media, to a broad range of audiences throughout the region, and to the SEVA-PORT partners. Target audiences include the SEVA-PORT Collaborative, industry stakeholders, educators, job seekers, media outlets, and elected officials.

5. BUDGET ALLOCATIONS AND FISCAL MANAGEMENT

Alignment of Budget to Goals

Goals, strategies, and budgets were determined by SEVA-PORT partners and presented to the SEVA-PORT Executive Committee for review and approval.

Leveraged Funds

Several opportunities exist within the SEVA-PORT collaborative and beyond to leverage funds for the WIRED initiative. Technical assistance activities will provide further insight into leveraging opportunities. We anticipate future grant development in the area relating to M&S and TWD expansion and will track these investments accordingly.

Budget

The Budget for the Southeastern Virginia Partnership for Regional Transformation initiatives is presented on the following page.

SEVA-PORT Budget Map

January 24, 2008

SEVA-PORT Budget Allocations	Year 1	Year 2	Year 3	Total WIRED Funding
By Primary Goal and Activity				
Virginia Employment Commission Expenses	\$30,000.00	\$30,000.00	\$30,000.00	\$90,000.00
Process Goal – Technical Assistance				
Establish Effective Processes to Drive SEVA-PORT Goals				
- Data Gathering & Performance Metrics	\$60,000.00			\$60,000.00
Goal 1 : Economic Development through relationship building, training, research & development and entrepreneurship				
- Create benchmarks	See T/A funds above			
- SECONDARY EDUCATION development	\$41,226.00	\$104,945.00	\$104,945.00	\$251,116.00
- Community College development (TCC, TNCC, PDCCC, JTCC, SCC)	\$250,000.00	\$385,000.00	\$525,000.00	\$1,160,000.00
- Create connections between research and business	\$41,226.00	\$104,945.00	\$104,945.00	\$251,116.00
- Entrepreneurship / business development	\$49,084.00	\$124,930.00	\$124,930.00	\$298,944.00
- Expand Training Initiatives in M&S / TWD Occupations	\$235,584.00	\$599,742.00	\$599,742.00	\$1,435,068.00
- Co-ops and internships	\$0.00	\$119,380.00	\$119,380.00	\$238,760.00
Goal 2: Mitigate BRAC and industry downsizing by strengthening the M&S/TWD talent pipeline				
- Identify gaps in M&S/TWD Training programs	See T/A funds above			
- Provide M&S / TWD programs to workforce system customers and leverage BRAC-related job creation	\$111,904.00	\$275,888.00	\$275,888.00	\$663,680.00
Goal 3: Enhance Relationship between partners and expand collaborative				
- Regional Forums and promote partnerships between all levels of education and workforce	\$113,772.00	\$113,772.00	\$113,772.00	\$341,316.00
Direct Operational Expenses				
- Personnel	\$40,000.00	\$70,000.00	\$70,000.00	\$180,000.00
- Fringe benefits	\$10,000.00	\$17,500.00	\$17,500.00	\$45,000.00
- Travel	\$2,000.00	\$4,000.00	\$4,000.00	\$10,000.00
- Equipment	\$5,000.00	\$0.00	\$0.00	\$5,000.00
- Supplies	\$5,000.00	\$12,500.00	\$12,500.00	\$30,000.00
TOTAL	\$964,796.00	\$1,932,602.00	\$2,072,602.00	\$5,060,000.00

**SEVA-PORT
Implementation Plan
Budget Narrative**

Process Goal

Data Gathering & Performance Metrics

Technical Assistance funds will be used to create an asset map by Chmura Economics

Goal One

Create Benchmarks

Technical Assistance funds will be used to create an asset map by Chmura Economics

Secondary Education Development

Activities include curriculum development, field testing, dissemination of curriculum, outreach and recruitment, teacher training, and other related activities

Community College Development

Year 1=TCC, TNCC; Year 2 = TCC, TNCC, PDCCC, JTCC; Year 3 = TCC, TNCC, PDCCC, JTCC, SCC. Activities include curriculum development, outfitting labs, instructor training, outreach and recruitment, increasing student capacity, and other related activities.

Create Connections between research and business

Activities include research/faculty support, meeting and event support, creation of a gap analysis and dissemination of results, and program administration

Entrepreneurship / business development activities

Includes costs of providing hands on assistance with developing and implementing business, marketing and financial plans, offering entrepreneurship and business development courses and presentations

Training Initiatives in M&S / TWD Occupations

Cost of 300 training vouchers

Co-ops and Internships

Development and implementation of co-ops and internships within target industries

Goal Two

Identify gaps in M&S / TWD training programs

To be funded by Technical Assistance. An asset map to be completed by Chmura Economics

Provide M&S/TWD programs to workforce systems and leverage BRAC-related job creation

Allocated costs associated with WIRED operational costs of One Stop activities

Goal Three

Regional Forums and promote partnerships between all levels of education and workforce

Activities coordinated by Peninsula Council for Workforce Development, Crater Regional Workforce Investment Group and Opportunity Inc.

VEC Expenses

Reflects State-level expenses

Total

Includes all grant activities, including Opportunity Inc allocated costs

6. TECHNICAL ASSISTANCE/RESOURCES

The following summarizes the technical assistance and/or resources requested relating to this Implementation Plan.

SEVA-PORT WIRED – Technical Assistance Requested

WIRED Goal Area	Assistance or Resources Requested
Process Goal, Strategy 1 – Regional Assets Data Gathering	\$25,000 has been requested to create an asset map and cluster analysis for the region.
	\$35,000 will be requested to deploy an employer survey