

APPENDIX D

LOCAL PLAN TEMPLATE

**WORKFORCE INNOVATION AND
OPPORTUNITY ACT**

**LOCAL WORKFORCE DEVELOPMENT
AREA VII (CENTRAL VIRGINIA)**

SUBMITTED BY

**CENTRAL VIRGINIA WORKFORCE
DEVELOPMENT BOARD**

JULY 1, 2020 – JUNE 30, 2024

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How to use this Template

This template presents the all the required topics for the local WDB plan for 2020-2024. The template includes a guidance section and five sections that require completion. After reviewing the guidance section, address each of the elements included in the five sections. Each element includes a blank space labeled “click here to enter text.” Please enter your responses to each element in these blank spaces. You do not need to submit your local WDB strategic plan or action plan along with this template. Section 2 of the template requests information from the strategic plan. When fully completed, submit this Local Plan according to the submission instructions in Appendix C.

Guidance – Policy Emphasis

The areas in this section are receiving statewide emphasis and must be addressed in local plans to meet the requirement of consistency with the Combined State Plan.

- Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery
- Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia’s economy and strengthen Virginia’s regions
- Develop a qualified and desirable workforce with the skills, competencies, and credentials that meets the current and anticipated business needs of Virginia
- Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness
- Reduce workforce system barriers through collaborative integration and innovative solutions

When creating and implementing this plan, the following regional partners must be included:

- Business representatives
- Labor organizations
- Registered apprenticeships
- Community based organizations
- Youth representatives
- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development

- Employment services under Wagner Peyser
- Vocational rehabilitation
- Social services

Other areas that must be addressed throughout the plan, when appropriate:

- Accessibility
- Use of technology
- Capacity building
- Continuous process improvement
- Streamlining service delivery
- Measuring performance
- Accountability
- Transparency
- Integrating resources

The local plan must ensure compliance with all Virginia Board of Workforce Development policies and Virginia Workforce Letter guidance documents. These documents can be found here:

<https://viriniacareerworks.com/practitioners-corner/>

Section 1: Workforce and Economic Analysis

Please try to answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Employment Commission's labor market information website, <https://viriniaworks.com>, contains information that may help you address elements 1.1 through 1.7.

1.1 A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Available data from public LMI sources indicate the largest industry sector in the Central Virginia WDB/Central VA (WDA 7) is Health Care and Social Assistance, employing 17,922 workers. The next-largest sectors in the region are Manufacturing (14,353 workers) and Retail Trade (12,977). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 1.68), Retail Trade (1.22), and Health Care and Social

Assistance (1.17). However, most public LMI data does not include data from one of the region's largest employers, Liberty University. Because of Liberty University's IRS status, it is not required to report employment data. An October 2020 report regarding the Economic and Fiscal Contribution of Liberty University on the Lynchburg MSA and State of Virginia from Mangum Economics, Liberty University had 7,987 employees during the 2018-19 fiscal year. Public data on the education services sector indicate there are 8,376 employees in the region. When combined with the Liberty University employee numbers, there are a total of 16,363 employees in the education services sector making it the 2nd highest employment sector for Central Virginia after Health Care and Social Assistance. This is significant because there are many employees at Liberty University in high skill areas such as information technology and professional services. Visit the following link for more information: [Liberty University Economic and Fiscal Contribution Report](#)

Sectors in the Central Virginia WDB/Central VA (WDA 7) with the highest average wages per worker are:

Professional, Scientific, and Technical Services (\$74,303), Finance and Insurance (\$67,811), and Wholesale Trade (\$66,035). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+590 jobs), Real Estate and Rental and Leasing (+154), and Arts, Entertainment, and Recreation (+99).

The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.8% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,524 jobs), Educational Services (+127), and Accommodation and Food Services (+96).

Following is a list of industry sectors with historical, current and expected growth data:

NAICS	Industry	Empl	Current Avg Ann Wages	LQ	5-Year History		Total Demand	10-Year Forecast			Ann % Growth
					Empl Change	Ann %		Exits	Transfers	Empl Growth	
62	Health Care and Social Assistance	17,922	\$47,770	1.17	590	0.7%	19,056	8,621	8,911	1,524	0.8%
31	Manufacturing	14,353	\$63,396	1.68	-166	-0.2%	13,313	5,299	9,077	-1,063	-0.8%
44	Retail Trade	12,977	\$26,934	1.22	-502	-0.8%	15,826	7,381	9,335	-889	-0.7%
61	Educational Services	8,376	\$36,208	0.98	-358	-0.8%	7,911	3,743	4,041	127	0.2%
72	Accommodation and Food Services	8,232	\$16,709	0.99	-501	-1.2%	13,469	5,920	7,454	96	0.1%
23	Construction	6,671	\$48,735	1.10	-123	-0.4%	6,371	2,321	4,160	-109	-0.2%
54	Professional, Scientific, and Technical Services	5,343	\$74,303	0.74	-134	-0.5%	4,475	1,678	2,850	-53	-0.1%
81	Other Services (except Public Administration)	5,211	\$25,963	1.15	-374	-1.4%	5,837	2,687	3,210	-60	-0.1%
56	Administrative and Support and Waste Management and Remediation Services	4,595	\$25,715	0.70	-1,025	-3.9%	5,353	2,246	3,067	39	0.1%
42	Wholesale Trade	3,313	\$66,035	0.84	-205	-1.2%	3,093	1,257	2,087	-251	-0.8%
92	Public Administration	3,268	\$43,976	0.64	60	0.4%	2,848	1,247	1,699	-98	-0.3%
52	Finance and Insurance	3,257	\$67,811	0.76	-125	-0.7%	2,852	1,122	1,849	-119	-0.4%
48	Transportation and Warehousing	2,910	\$51,530	0.59	-15	-0.1%	2,855	1,280	1,732	-157	-0.6%
71	Arts, Entertainment, and Recreation	1,557	\$19,111	0.87	99	1.3%	2,342	1,006	1,243	93	0.6%
53	Real Estate and Rental and Leasing	1,501	\$40,451	0.83	154	2.2%	1,385	669	802	-86	-0.6%

11	Agriculture, Forestry, Fishing and Hunting	1,410	\$15,556	0.99	-304	-3.8%	1,210	602	812	-204	-1.5%
55	Management of Companies and Enterprises	1,181	\$58,036	0.74	-212	-3.2%	1,063	391	670	1	0.0%
51	Information	884	\$43,249	0.43	-239	-4.7%	689	287	511	-109	-1.3%
NAICS	Industry	Empl	Current Avg Ann Wages	LQ	5-Year History Empl Change	Ann %	Total Demand	Exits	Transfers	10-Year Forecast Empl Growth	Ann % Growth
22	Utilities	370	\$63,413	0.67	35	2.0%	291	116	204	-29	-0.8%
99	Unclassified	269	\$32,478	2.53	238	53.7%	298	127	174	-3	-0.1%
21	Mining, Quarrying, and Oil and Gas Extraction	40	\$44,668	0.10	-23	-8.6%	42	13	28	0	0.1%
Total - All Industries		103,642	\$43,545	1.00	-3,129	-0.6%	110,662	47,851	64,160	-1,350	-0.1%

Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>

The largest major occupation group in the Central Virginia WDB/Central VA (WDA 7) is Office and Administrative Support Occupations, employing 12,112 workers. The next-largest occupation groups in the region are Sales and Related Occupations (10,747 workers) and Production Occupations (9,065). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.49), Community and Social Service Occupations (1.35), and Healthcare Support Occupations (1.12).

Occupation groups in the Central VA (WDA 7) with the highest average wages per worker are Management Occupations (\$102,100), Computer and Mathematical Occupations (\$86,500), and Legal Occupations (\$83,500). The unemployment rate in the region varied among the major groups from 1.9% among Healthcare Practitioners and Technical Occupations to 11.6% among Personal Care and Service Occupations.

Over the next 10 years, the fastest growing occupation group in the Central Virginia WDB/Central VA (LWDA 7) is expected to be Healthcare Support Occupations with a +1.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+813 jobs) and Community and Social Service Occupations (+295). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Sales and Related Occupations (14,660 jobs) and Food Preparation and Serving Related Occupations (14,356).

Potential Average Annual Occupation Gaps over 10 Years in Central Virginia WDB/Central VA (WDA 7)

SOC	Occupation	Annual Supply Gap	Current Employment 2020Q3	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Projected Employment 2030	Projected Accumulated Supply 2030	Accumulated Demand 2030	Avg Wages
29-0000	Healthcare Practitioners and Technical Occupations	(48)	6,730	26	386	412	6,987	2,555	3,031	\$75,400
11-0000	Management Occupations	(28)	5,991	-13	499	486	5,863	3,108	3,393	\$102,100
13-0000	Business and Financial Operations Occupations	(22)	4,772	1	455	456	4,781	2,904	3,127	\$68,500

25-0000	Educational Instruction and Library Occupations	(21)	5,949	14	538	553	6,093	3,616	3,822	\$44,600
49-0000	Installation, Maintenance, and Repair Occupations	(16)	4,293	-7	415	407	4,221	2,734	2,891	\$45,800
21-0000	Community and Social Service Occupations	(16)	2,461	30	276	306	2,756	1,834	1,999	\$43,900
15-0000	Computer and Mathematical Occupations	(14)	2,103	7	155	162	2,170	981	1,119	\$86,500
31-0000	Healthcare Support Occupations	(13)	5,186	81	677	758	5,999	4,507	4,633	\$26,700
47-0000	Construction and Extraction Occupations	(13)	5,151	-5	566	561	5,099	3,574	3,702	\$39,200
17-0000	Architecture and Engineering Occupations	(7)	1,966	-6	153	147	1,904	982	1,051	\$80,100
19-0000	Life, Physical, and Social Science Occupations	(3)	616	1	56	57	624	348	378	\$69,100
27-0000	Arts, Design, Entertainment,	(3)	1,679	-5	182	177	1,634	1,096	1,130	\$53,700

Potential Average Annual Occupation Gaps over 10 Years in Central Virginia WDB/Central VA (WDA 7)

SOC	Occupation	Annual Supply Gap	Current Employment 2020Q3	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Projected Employment 2030	Accumulated Supply 2030	Accumulated Demand 2030	Avg Wages
	Sports, and Media Occupations									
23-0000	Legal Occupations	0	518	0	35	35	517	246	246	\$83,600
37-0000	Building and Grounds Cleaning and Maintenance Occupations	0	3,312	6	435	441	3,373	2,809	2,809	\$26,400
33-0000	Protective Service Occupations	0	1,684	-4	172	168	1,645	1,141	1,144	\$40,600

45-0000	Farming, Fishing, and Forestry Occupations	3	360	-5	54	50	314	333	304	\$36,000
39-0000	Personal Care and Service Occupations	8	2,668	10	411	421	2,771	2,624	2,540	\$25,400
53-0000	Transportation and Material Moving Occupations	9	8,009	-22	995	973	7,786	6,539	6,445	\$32,900
51-0000	Production Occupations	24	9,065	-81	996	916	8,260	6,842	6,602	\$40,200
43-0000	Office and Administrative Support Occupations	28	12,112	-103	1,353	1,251	11,085	9,070	8,786	\$35,300
41-0000	Sales and Related Occupations	64	10,747	-82	1,466	1,384	9,931	9,921	9,281	\$35,900
35-0000	Food Preparation and Serving Related Occupations	67	8,269	21	1,436	1,457	8,479	9,335	8,667	\$22,600

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3. Source: JobsEQ®, <http://www.chmuraecon.com/jobseq>

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

A Comprehensive Economic Development Strategy (CEDS) for the region, and a Target Sector Analysis was completed in the fall of 2016 through the Central Virginia Planning District and Lynchburg Regional Business Alliance. The analysis identified the following five target sectors: food and beverage manufacturing; steel and metals manufacturing; nuclear technology; wireless infrastructure and communication; and financial and business support services. Based on local economic conditions in health care and higher education, five potential long-term, niche opportunities were also identified: nuclear medicine; alternative energy; cybersecurity; unmanned aircraft systems; and educational technology.

Expected growth rates for occupations vary by the education and training required. Occupations typically requiring a postgraduate degree are expected to grow 0.6% per year, those requiring a bachelor's degree are forecast to grow 0.2% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.1% per year.

(*Additional information on this topic may be found on the Local Plan section of the CVWDB website)

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

The population in the Central Virginia WDB/Central VA (WDA 7) was 260,668 per American Community

Survey data for 2014-2018. The region has a civilian labor force of 127,845 with a participation rate of 59.4%. Of individuals 25 to 64 in the Central Virginia WDB/Central VA (WDA 7), 29.1% have a bachelor's degree or higher which compares with 32.9% in the nation. The median household income in the Central Virginia WDB/Central VA (WDA 7) is \$52,070 and the median house value is \$171,919.

Labor Force Data - Central VA (LWDA 7) Value	Percent					
	Central VA (WDA 7)	Virginia	USA	Central VA (WDA 7)	Virginia	USA
Prime-Age Labor Force Participation						
Rate and Size (civilian population 25-54) ⁵	81.6%	83.3%	81.8%	74,646	2,791,220	104,136,254
Armed Forces Labor Force ⁵	0.1%	1.7%	0.4%	130	114,513	1,028,133
Veterans, Age 18-64 ⁵	5.7%	8.2%	4.7%	9,212	427,547	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64 ⁵	77.4%	82.9%	76.3%	7,131	354,496	7,168,168
Median Household Income ^{2,5}	—	—	—	\$52,070	\$71,564	\$60,293
Per Capita Income ⁵	—	—	—	\$27,042	\$37,763	\$32,621
Educational Attainment, Age 25-64						
No High School Diploma	9.3%	9.0%	11.2%	11,791		

				405,359	18,885,967	
High School Graduate	29.6%	23.0%	25.8%	37,637	1,034,503	43,699,272
Some College, No Degree	22.4%	19.7%	21.0%	28,523	887,389	35,525,113
Associate degree	9.6%	8.2%	9.1%	12,204	367,830	15,389,737
Bachelor's Degree	18.5%	23.3%	20.8%	23,495	1,047,916	35,261,652
Postgraduate Degree	10.6%	16.8%	12.1%	13,450	757,109	20,445,749
Individuals with Potential Barriers to Employment	CVA	VA	US	CVA	VA	US
Poverty Level (of all people) ⁵	14.1%	10.9%	14.1%	35,068	893,580	44,257,979
Households Receiving Food Stamps/SNAP	10.5%	8.7%	12.2%	10,506	271,719	14,635,287
Enrolled in Grade 12 (% of total population)	1.2%	1.3%	1.4%	3,159	112,294	4,442,295
Disconnected Youth ^{3,5}	1.3%	1.6%	2.6%	227	7,060	438,452
Children in Single Parent Families (% of all children) ⁵	35.0%	31.0%	34.3%	17,101	550,092	23,973,249
With a Disability, Age 18-64 ⁵	11.7%	9.4%	10.3%	18,786		
With a Disability, Age 18-64, Labor Force Participation Rate and Size ⁵	36.3%	44.2%	41.6%	6,825	213,635	8,421,018
Foreign Born	3.5%	12.3%	13.5%	9,070	1,038,160	43,539,499
Speak English Less Than Very Well (population 5 yrs and over)	1.5%	5.9%	8.5%	3,693	464,606	25,647,781
					755,739	29,752,767
					483,606	20,240,504
Uninsured	9.1%	9.2%	9.4%	23,561		

Source: [JobsEQ®](http://www.chmuraecon.com/jobseq), <http://www.chmuraecon.com/jobseq>

1.4 An analysis of the workforce development activities (including education and training) in the region to address the identified education and skill needs of the workforce and the employment needs of employers in the region [WIOA Sec. 108(b)(1)(D)]

The CVWDB convenes a regional Talent Solutions Team at least quarterly and at other times as needed to address sector strategy/career pathway development and to meet specific employer issues. The team is comprised of designated staff from all WIOA programs, all area school systems, colleges, universities and employment providers within the service area. The Talent Solutions Team meetings provide a way to share information, resources, and coordinate sector or employer specific workforce strategies among all partners who

support talent development and job placement assistance. The LWDA Area 7 is also developing a Business Services Team specific to WIOA mandated partners that will meet monthly to address local jobseeker and employer needs that can be addressed through WIOA programs. Members of the Talent Solutions Team are providing guidance to develop a web-based and mobile app career platform that will provide virtual career exploration in high demand occupations with regional employers. Discussions have occurred with the VCCS VA Wizard team about connecting the platform in a way that utilizes the Wizard Tools and resources to connect with local employer information through the new platform. This platform will serve as a connector between employers, education and training providers for work-based learning opportunities and employment.

Central Virginia Community College is preparing to launch a regional technical academy in partnership with all the area school systems with a focus on both dual enrollment and adult enrollment to prepare the workforce for high demand technical occupations. The Regional Technical Academy will be closely linked to the VCCS G3 initiative being planned for the coming years. Dual-enrollment arrangements with the local community college enable area students to pursue advanced studies and training while still in high school. Adult learners will also be allowed into the Regional Technical Academy to pursue training in high demand areas.

There are many education and training resources in the Central Virginia region. The Central Virginia Governor's School for Science and Technology has become a model for others of its type with a mission of providing a dynamic educational community exploring the connections among mathematics, science and technology. The Governor's School provides talent development for the next generations of researchers and scientists. Another option for students looking to accelerate their learning process, the XLR8 STEM Academy was created as a partnership between Central

Virginia WDB development organizations, area schools and businesses, such as Framatome, BWXT,

Delta Star and Centra. The hope for the XLR8 STEM Academy, is for students to begin thinking about STEM early and that they will be interested in technical careers in the future, such as machining, engineering and quality control. Central Virginia Community College (CVCC) provides dual-enrollment credits to students and houses the program. Also, the region's selection of private schools uniquely provide education ranging from a classical education with the essential elements of our culture and values, to a faith-based education curriculum. Private school enrollment regionally reaches 3,500+ students from Pre-K through 12th grade. The thousands of students graduating from secondary schools every year make a wonderful—and talented— addition to our workforce. In efforts to make that workforce more robust, institutions like Virginia Technical Institute (VTI) and Central Virginia Community College (CVCC) provides classroom and hands-on training in a variety of trade fields including electrical, plumbing, heating and air, welding, carpentry, masonry, multi-craft industrial maintenance, project management, manufacturing, healthcare and other high demand areas. The Central Virginia WDB area is home to many competitive and highly ranked two- and four-year colleges and universities. These colleges include Central Virginia Community College, Liberty

University, Lynchburg College, Sweet Briar College, Randolph College and Virginia University of Lynchburg. Together, these post-secondary schools enroll approximately 25,000 students on their campus-based programs. Liberty University has approximately 15,000 on campus students and over 80,000 students enrolled in on-line courses.

1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services [WIOA Sec. 108(b)(1)(D)]

The current COVID-19 pandemic has forced educators, businesses and workforce development organizations to find creative ways for career exploration, training and employment recruiting. The virtual career platform under development will provide a way to connect learners, job seekers and employers within the region. The platform addresses the challenges of in-person career expos, job fairs and in-person interviews. A key challenge with the new platform is finding a model that all education and workforce providers can use with minimal duplication. Many school systems throughout the region are using a variety of platforms and student management systems and will have to make decisions how they will participate with the regional platform. One of the most significant challenges facing our workforce system is the Virginia Workforce Connection System developed by GeoSolutions. A large majority of employers in the CVWDA area describe their interactions with the system as frustrating or cumbersome and prefer to use other recruiting tools.

The VAWC consistently has little employer use and engagement when compared with the large number of employers in the region.

Prior to the pandemic, the low unemployment rates were creating challenges for employers needing to fill positions. Additionally, employers were having difficulty hiring employees who demonstrated essential skills such as positive attitudes, showing up to work, effective communication, problem solving and basic technology skills. The current COVID-19 pandemic has forced educators, businesses and workforce development organizations to find creative ways for career exploration, training and employment recruiting.

Moving out of the pandemic, employers will face ongoing challenges finding work-ready employees with essential entry level skills so the VCW-Central region has identified two key strengths with strategies to build a more effective career pathway system and address career readiness.

VCW-Central Region has partnered with Skills USA to pilot the Career Essentials program for youth and adult career seekers that already has industry input and support. An employer consortium in the West Alabama workforce area that uses a similar program guarantees not just an interview but a job for all jobseekers who successfully gain a credential from the program.

With EEI grant funding, the VCW-Central Region is engaging HumanKind, the Title I programs operator, Adult and Career Education of Central Virginia (ACE), Central Virginia Community College (CVCC) and community partners to promote, recruit and engage WIOA Title I eligible individuals into cohort training for high demand occupations. HumanKind, ACE and community partners are providing space and/or staff to deliver the career essentials program prior to or concurrently with career training programs at CVCC. Over the next year, the Skills USA-Career Essentials program will be adjusted as necessary to address career readiness for job seekers and meet the needs of employers. Career Essentials and other programs being developed for individuals with lower literacy skills will provide an effective foundation for career readiness in Central Virginia.

VCW Central Region, is experiencing a very tight labor market, especially in technical careers that make it difficult to recruit from the existing adult workforce. To address this issue, the CVWDB is focusing more attention on building an effective talent pipeline directly from the secondary school system. This involves working closely with the students, parents, the local schools and community college to create interest in high demand careers in the region.

The CVWDB has a virtual career platform under development through grant funding that will connect youth and adults to regional career pathways with employers located within the workforce area. The virtual career platform will provide a way for the Talent Solutions Team members to directly connect learners, job seekers and

employers within the region to meaningful, living wage careers. The platform addresses the challenges of in-person career expos, job fairs and in-person interviews. A key challenge with the new platform is developing a model that all education and workforce providers can use with minimal duplication. Many school systems throughout the region are using a variety of platforms and student management systems and will have to make decisions how they will participate with the regional platform. Support for the virtual career platform from Central Virginia Community College and the new regional technical academy that will partner with all of the region's secondary schools should provide greater support and engagement with the virtual platform.

One of the most significant weaknesses facing our workforce system is the Virginia Workforce Connect System developed by GeoSolutions. A large majority of employers in the CVWDA area describe their interactions with the system as frustrating or cumbersome and prefer to use other recruiting tools. The VAWC consistently has little employer use and engagement when compared with the large number of employers in the region. The COVID-19 pandemic has illustrated the shortcomings with the current system given the legal actions that were taken due to delays in processing unemployment claims. The CVWDB is very interested in working with the VCCS and other WIOA partners to identify better systems to support job seekers and employers.

The Central Virginia Workforce Board held a S.W.O.T. session with the new Executive Director, Traci Blido, on July 13, 2021, at the University of Lynchburg. Approximately 35 Board and Staff members participated in the session, with assistance from a professional facilitator who made it fun and interactive. Board members also evaluated the functionality and priorities of the Board going forward and determined that a "Listening and Learning Tour" of the new director and staff members is a good idea. The Tour will involve the Workforce Board Staff visiting the offices and businesses of the board members, one on one, to help establish a good baseline for what they understand and communicate in the communities where they live and work.

The consensus of the SWOT session participants was that we have very solid processes for workforce assistance and resources, and there are strong organizations in place to meet overall and specific workforce needs. As a region, we have good opportunities for collaboration, and we can see a clear path for continuous improvements. Board members praised the unique resources of the CTE and STEM Academy at CVCC, as well as the Susie G. Gibson Science & Technology Center and others in the region as doing a good job preparing future workers.

The board members identified the presence of five colleges and universities within our region as a strength for talent development and training. Also, the LWDA 7 is unique in that it is positioned centrally and aligned with the service region for the sole community college in our area (CVCC) and the focus of our regional economic development partners. Geographically, our set-up is a strength and is collaborative as a whole.

Among some of the weaknesses identified by the Board were, the lack of childcare in some areas of our region, especially childcare after 6 p.m. for shift workers. They also believe there's a general lack of awareness about what jobs are available, and they said there's an unfortunate perception of parents that college (4-year degrees) is the only option for their child to grow a career in the future. Some thought our region lacks diversity and equity in training fields and would like to see more workforce culture innovation.

Board members also identified transportation as a barrier for employment, in both inner-city and rural areas of the region, and the difficulty some companies have in remaining competitive in compensation and wages. There needs to be more workforce participation and more action on sector pathways to address the employment needs of employers. The Board members agreed that there needs to be more knowledge and understanding of our workforce system overall, and to have more engagement by the board. They welcomed the idea of the

Listening and Learning Tour hosted by Virginia Career Staff to Board Members and other stakeholders in our region.

In the SWOT session, Board members also discussed several opportunities that will be addressed in the coming year to strengthen our workforce system. These include such things as awareness campaigns for workforce programs, as well as apprenticeship and skilled trade programs to match employer needs. They also see opportunities to streamline and coordinate training in K-12 and post-secondary systems to match in-demand jobs with education.

As a result of the SWOT session, several board members and staff agreed to better support the CTE Academy at the community college and connect students to industry with real-world experiences in our top industry sectors. There were also committees formed to address the lack of transportation and affordable, quality childcare in some areas.

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

- Local area's strategy for ensuring the availability of comprehensive services for all youth
- How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA
- Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program
- How the required program design elements will be addressed as part of the development of youth service strategies
- Strategies to identify, recruit, and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended
- Policy regarding serving youth who do not meeting income eligibility guidelines, including appropriate referrals
- Efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies
- Efforts taken to ensure compliance with applicable child labor and safety regulations
- Pay-for-performance policy as applicable

The LWDA has followed the guidance in WIOA sec. 123 and CFR Title 2 parts 200 and 2900 and issued an RFP for qualified youth service provider organizations for consideration for the grant award to provide all youth workforce investment activities. A review process was carried out by LWDA board members and HumanKind was selected as the youth program operator for LWDA 7. The CVWDB has contracted with HumanKind to operate the WIOA Title I youth program in LWDA 7. The Youth Program has utilized PY 20-21, the first year under HumanKind operation, to create strategies for increasing the long-term effectiveness of recruiting OSY. Previous and ongoing efforts have been focused primarily on the relationships with mandated partners including DARS, Probation and Parole and Department of Social Services, Homeless Response, Non-Profit Agencies, and more. These efforts will continue as a foundational means of recruiting OSY. This now includes assessing how

the touch points with the 18–24-year-old population has changed for these agencies due to COVID-19. Cultivating ongoing relationships with referral sources is a source of connecting with those who are engaged with different agencies.

The following are efforts taken to recruit OSY who are not directly referred by an agency:

1. OSY Focus Group Conducted

The Youth Program has partnered with the Workforce Development Board Business Engagement and Outreach Coordinator to conduct a focus group of enrolled or exited Out-of-School Youth. The Youth Program Coordinator and WDB Business Engagement Coordinator interviewed OSY individually. The following populations were included in the group, but not limited to:

- Male, female and non-binary genders
- Youth with disabilities
- Low Income
- Parenting
- Basic Skill Deficient
- Age range of 17-24
- Youth who did and did not participate in OST
- Youth who exited with successful and unsuccessful outcomes according to WIOA performance measures.

Questions asked during interviews:

- How did you find out about us?
- What have you learned so far through the program?
- How has the program helped you craft your goals?
- Have you told anyone about us?
- How would you explain us?
- How could we better advertise ourselves?
- Who is the ideal candidate?
- How do you think we can do a better job of advertising ourselves?
- What name do you use to refer to us?

2. Strategies Resulting from OSY Focus Group

The information gathered through the focus group was examined by the WDB Business Engagement and Outreach Coordinator and VCW Youth Program Coordinator. The following outcomes were identified as recommended practices for recruiting OSY:

- Create marketing and promotional material to use via non-social media platforms such as YouTube, billboards and grocery store advertising, with content related to the stories of OSY in our region who have:
 - o Participated in OST leading to a recognized credential and employment earning a livable wage with successful outcomes.
 - o Participated in Soft Skills/Work Readiness Training such as Skills USA Career Essentials with successful outcomes.
 - o Participated in a Youth Work-Based Learning activity that led to determining a career pathway and/or employment in a high-demand occupation, earning a livable wage.
- Work with HumanKind Marketing Team and WDB Business Engagement Coordinator to launch Facebook and Instagram platforms with content related to ongoing stories of enrolled and exited youth as well as WIOA services, program highlights, community resources and career development opportunities.
- Purposefully encourage enrolled OSY to tell friends and family who meet the OSY requirements about the program and work to schedule interest meetings.
- Encourage visits to the center for interest. Update all resources and materials to reflect the correct name and address/location of the Youth Program. A lot of OSY have never been to the Virginia Career Works center due to COVID restrictions. Making sure people know the location and what additional services are offered in this location can be helpful for increasing traffic.

These strategies will be implemented throughout PY 21-22 and into PY 22-23 and will be measured for effectiveness in an appropriate manner based upon the practice.

3. Basic Career Services

Basic Career Services: Any student ages 14-16 (17-18 in certain cases) in Campbell and Bedford Counties may be referred for Basic Career Services. All referrals will be directed to complete the Virginia Career Works initial assessment to assess eligibility for future reference; however, students will not need to complete the enrollment process in order to receive services. Students need not be WIOA eligible to receive BCS. If WIOA eligible, students may be enrolled into the Youth Program after receiving BCS if needed and requested. Students will receive BCS based on the availability of the Career Navigator.

The implementation of BCS was a response to the braiding of CC and BC positions; however, Career Navigators have begun utilizing the implementation of Basic Career Services to provide beneficial services to ISY until high school graduation. ISY who do not need immediate services but will be requiring tuition assistance, supportive services and other WIOA services as OSY are enrolled in Basic Career Services until high school graduation. Any ISY who require the services provided by the 14 Program Elements sooner are enrolled as ISY. Youth who do not require these services while supported by the school system are enrolled upon high school graduation.

Lynchburg, Amherst and Appomattox Career Navigators may also meet with ISY toward the end of senior year and enroll them following high school graduation to be able to provide more appropriate and applicable services to meet needs and address barriers.

Basic Career Services were implemented in the middle of PY 20-21 and will be expanded as school returns to an in-person model in PY 21-22 and more ISY are referred for Basic Career Services.

Strategies to retain out-of-school youth:

- **Developing all 14 Youth Program Elements:** This means creating and growing programs to deliver the 14 Program Elements that increase the amount of accessible support available to each enrolled youth.
- **Training Career Navigators:** Career Navigators are trained to create ISS goals and objectives that are SMART and very intentionally created with the participant. CN's are trained on how to identify clues to identify appropriate stepping-stones. This is a part of the process of working towards reducing the instances of placing youth into training or activities before they are ready which typically leads to disengagement from the program.
- **Connecting with community partners:** Community partnerships play a role in connecting youth with the support they need to stay engaged in the program in circumstances where the 14 Program Elements do not meet all the needs of the participant.

Efforts to ensure the required percent of WIOA youth funds are expended.

All Individual Service Strategies are developed based around the goal of spending 75% of the budget on OSY and 25% on ISY. The Youth Career Navigators and Youth Program Coordinator work closely together to monitor the percentages of expenditure and continuously strategize the provision of services and expenditure of funding to meet these guidelines. This is an ongoing process that begins with recruitment and ends with retention and successful outcomes, as described.

This workforce area is fortunate to have strong working relationships with DARS, Job Corp (Old Dominion Job Corp-Amherst County), Adult Education, Departments of Social Services and local school systems. Many youth are co-enrolled with both DARS and Job Corp as appropriate. The CVWDB is fortunate to have shared funded positions in two localities with the school system, social services or the local government. The shared positions provide greater coordination and better outcomes for youth. HumanKind has a service delivery strategy that addresses all WIOA elements (available on CVWDB local plan webpage). The VCW-Central Region is also fortunate to have a Job Corp facility located within the region (Old Dominion Job Corp). Job Corp staff have become active partners and work with the WIOA Title I youth provider to recruit and co-enroll when feasible.

Supportive services are established to help provide access to each element, such as transportation and child care. Career Navigators are a part of making each service accessible by establishing times, locations and appropriate partnerships and referrals based on individual need. The Youth Program coordinator also works to ensure all program elements are available in different ways based on the needs and access of each county. Career Navigators also provide a great deal of support by personally providing transportation to participants as needed in the beginning stages of each program component. One of the specific ways the Youth Program has worked to make sure all program elements are accessible is to provide a virtual option whenever necessary.

Each youth program participant works with a Career Navigator to develop an Individual Service Strategy at the time of program enrollment. During that time, all participants are made aware of the required program

elements and the specific ways the Central Region Youth Program delivers these elements. The Career Navigator works with participants to determine which elements are applicable as objectives for completing the program goal of employment. Career Navigators are a part of making each service accessible by establishing times, locations and appropriate partnerships and referrals based on individual need.

Through funding from Go VA, the CVWBD has worked closely with Lynchburg Regional Business Alliance, all school systems, local Chambers of Commerce and businesses to develop a hands-on Career Expo. With the COVID-19 pandemic, the CVWDB has been allowed to use Go VA funds to develop a website and mobile app for virtual career exploration for all area school systems, as well as adult job seekers.

The CVWDB's youth program was developed with an intention of serving all youth in its region, with a particular emphasis on those facing employment barriers due to economic circumstances and other factors. The board's policy includes language to address the provision of services to youth who do not meet the income requirements for eligibility of services. The board's full policy related to the provision of services to youth can be found at the following link: <https://www.vcwcentralregion.com/wp-content/uploads/YC-17-01-Youth-Eligibility-and-Additional-Assistance.pdf>.

The CVWDB's policy strives to create an environment for youth that allows for safe exploration of career opportunities, compliant with all applicable child safety laws. Guidance pertaining to child safety laws can be found on page 4 in the VCW Central Region Worksite Handbook as follows:

"Child Labor Laws - All youth less than 18 years of age fall under the scope of Child Labor laws, both federal and state. All work must be performed in compliance with applicable child labor laws. If you have any questions about Child Labor laws, contact your Youth Career Navigator."

The CVLWDA does not currently have a pay-for-performance policy at this time, so this would not be applicable.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- Access to and delivery of career services (basic, individualized, and follow-up)
- The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals
- The area's definition of hard-to-serve populations with additional barriers to employment

HumanKind is the program operator for adult and dislocated worker employment and training services and has a well-developed plan to serve adult and dislocated workers. Service delivery focuses on engaging potential adult participants through active relationships with key partners in the community such as food banks, community centers, departments of Social Services, libraries or home visits if necessary. The CVWDB follows the WIOA guidance that prioritizes the following hard to serve populations with barriers to employment: Public assistance recipients, homeless individuals, foster children, veterans, justice involved individuals as well as customers with basic skills deficiencies and individuals with a disability.

For the CVWDB, self-sufficiency is defined as employment that pays at least 100% of the Lower Living Standard Income Level; self-sufficiency for a dislocated worker may be defined in relation to a percentage of the layoff wage. The 70% Lower Living Standard Income Level appropriate to the applicant's place of residence is used to determine eligibility, where appropriate.

The CVWDB has a very robust effort toward engaging community partners to address the employment needs of adult, dislocated and hard to serve individuals through active engagement with all local departments of

social services, adult education programs, homeless services and health departments within the workforce area.

The CVWDB and partner agencies are also working with the Central Virginia Re-entry Council, Lynchburg Community Action and more than five other non-profit organizations focused on outreach and engagement to people with disabilities and those who may be unemployed or low-income. The CVWDB was one of the first Workforce Boards in Virginia to support the Bridges Out of Poverty training and initiatives in partnership with Departments of Social Services and nonprofits through the workforce area.

The One Stop Operator has a trained facilitator for Bridges Out of Poverty programs and many workforce staff have complete training to understand the poverty framework and trauma informed care. The One Stop Operator offered the Getting Ahead curriculum at the One Stop Center and supports other community sites offering the curriculum as well. The Getting Ahead Curriculum addresses basic life skills and encourages goal setting in a supportive environment to attain a higher quality of life. These skills provide the foundation necessary to begin career development or career re-entry. The CVWDB partner organizations work closely with social services and other organizations to identify, engage and support individuals as they begin or refocus career paths that lead toward economic independence.

The CVWDB continues in partnership with libraries, schools and community organizations for access points and connection with WIOA eligible individuals. These community access points provide information and meeting locations for WIOA staff to meet interested individuals so that transportation is not a barrier. The COVID-19 issues also drove additional web-based enhancements to the workforce system through virtual access to career services and information. With numerous, community partners and technology resources, the CVWDB is well positioned to meet WIOA performance expectations.

Section 2: Strategic Vision and Goals

Please try to answer the questions in Section 2 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here: <https://www.dol.gov/agencies/eta/performance/performance-indicators>) to support regional economic growth and economic self-sufficiency [WIOA Sec. 108(b)(1)(E)]

The WDB in the Central Region is committed to preparing an educated and skilled workforce, as articulated in the Board's vision: A customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region.

The Central Region's mission is to provide the primary connection between our two customers— businesses and jobseekers—ensuring demand is met with a highly-qualified supply of applicants.

Our strategic priorities over the next 18 months are to:

- Increase and strengthen coordination and collaboration among all the organizations involved in the delivery of workforce services.
- Develop initiatives to quickly retrain and retool people who have lost jobs that may not return.
- Create a collective impact strategy to influence access to broadband for learning, work, business growth, and customer engagement across the region.
- Create more robust and comprehensive marketing channels to build awareness of all the workforce services available to expand the WDB's reach.

These priorities are supported by the following 3 strategic goals:

- STRATEGIC GOAL 1: Leverage Target Sector-Based Partnerships to Position Career Pathways from K-12 Education through Employment
- STRATEGIC GOAL 2: Enrich and Expand the Workforce System Through Technologies that Streamline Customer Service Experiences
- STRATEGIC GOAL 3: Act as the Organizational Catalyst to the Regional Workforce System

These goals relate to the performance accountability measures based on primary indicators of performance in the following manner:

Entered Employment at the 2nd and 4th quarters. Our first strategic goal and the strategies we have identified to carry out the goal include developing and promoting career pathways in the WDB's targeted industries.

Within goal 2, one of the key strategies is to develop and deliver workforce services to underemployed and underserved populations to expand the talent pipeline. This strategy includes providing the support individuals need to stay engaged in participating in services. Implementation of these goals and set of strategies are designed to ensure that individuals will still be working at the 2nd and 4th quarter after they exit our program.

Median Earnings. Strategic Goal 1 is to leverage sector-based partnerships in our targeted industries to position career pathways from K-12 to employment. One of the outcome measures set for this goal was to increase the

number of individuals obtaining jobs at a self or family sustaining wage. One of our key strategies is to meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system. We conducted focus groups with businesses as part of our strategic planning process. Retaining workers was a key challenge they identified as well as keeping wages competitive to attract a qualified workforce. The businesses we interviewed understand that wages impact retention, both of which were identified as key challenges. Placing individuals in jobs that are on a pathway and working with employers on competitive wages are all designed to increase earnings of jobseekers.

Credential Attainment. Within the strategic goal to develop career pathways and with the strategy to develop and promote career pathways in targeted industries, in conjunction with the Business Solutions Team's work with employers in the WDB's targeted industries (see below), we will continuously identify the industry recognized credentials required. One of the outcome measures we will track for this goal is whether we increase the number of businesses that report that the workforce system consistently supplies the talent they need.

Measurable Skill Gains. Within the WDB's strategic goal 2, a key strategy is to develop a coordinated and accessible infrastructure to connect individuals to training opportunities that are designed to develop the essential workplace skills required for work. These programs will be designed to focus not only on technical skills, but also to develop essential workplace skills aligned to what the region's employers told us about the 'skills gap'. In our interviews, all the employers described essential skills that new workers are lacking. With intensive service delivery focused on these skills across multiple partners, and with integration of these skills in academic and technical curriculum, this goal supports skill gains among participants.

Effectiveness in Serving Employers. As mentioned above, we conducted focus groups with employers as part of our environment scan for developing the strategic plan. Our efforts in strategic goal 3, to meet regularly with economic development to forecast the talent needs of companies coming to the area and forthcoming openings in existing companies as well as our efforts in building career pathways are all focused on helping employers meet their current and future workforce needs. One of our outcome measures for the strategic goals is to increase the business customer's satisfaction. This metric will help us to continuously measure our effectiveness.

Our Talent Solutions Team will continue to work on establishing and sustaining relationships with employers through convening groups of employers in the Central Region's targeted industries.

2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: <https://viriniacareerworks.com>).

The Combined State Plan will be posted in fall 2020.

The Combined Plan identifies Governor Ralph Northam's vision for the delivery of workforce development services: During the life of this plan, we will improve economic opportunity for all Virginians by serving those who are not yet earning a sustainable wage and, as important, by focusing the resources and mechanisms of our workforce system to recruit people into the workforce and connecting them to businesses in high demand industries. The plan states that Governor Northam embraces five strategic goals for the workforce system. These goals are:

1. Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery.

2. Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia's economy and strengthen Virginia's regions.
3. Develop a qualified and desirable workforce with the skills, competencies, and credentials that meets the current and anticipated business needs of Virginia.
4. Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.
5. Reduce workforce system barriers through collaborative integration and innovative solutions.

The Central Region WDB's strategic priorities, goals and strategies are aligned as noted below, and highlighted above. In our strategic planning process, through our environmental scan and SWOT analysis, we identified that reaching out to the businesses community to ensure training and talent development meets their needs and sustaining the talent pipeline; lack of access to broadband limits educational opportunities, business growth, customer engagement, and workforce mobility; limited or no access to broadband has accelerated the equity gap, building awareness of all the workforce resources available and how to get people to them; increasing coordination among all the providers; and adjusting the workforce system to the long-term industry changes COVID has/will impact such as the hospitality industry were key strategic workforce challenges for the region. Our four strategic priorities are focused on these issues. We plan to be a leader in convening economic development, public and private agencies, and businesses to develop an approach designed to make a collective impact on these challenges. Collective impact is an intentional way of working together and sharing information for the purpose of solving a complex problem. We believe that this approach is more likely to solve these complex problems than any one agency or entity approaching these issues alone. This work is aligned to each of the Governor's goals.

One of the Central Region WDB's key strategies within strategic goal 2 is to develop and deliver workforce services and supports to individuals who are underemployed, unemployed, and underserved to expand the talent pipeline of youth and adults. To do this we will develop methods to reach out to these populations. Our focus on underemployed and underrepresented populations aligns with Goal 1, Goal 2, and Goal 4 in the Combined Plan.

The following table shows the alignment.

Strategic Goals in the Combined Plan	Central Region WDB's Strategic Priorities (SP) and Goals (SG)
1. Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by	(SP) Develop initiatives to quickly retrain and retool people who have lost jobs that may not return.
providing equitable and universal service delivery.	(SG1) Leverage target sector-based partnerships to position career pathways from K-12 education through employment.

<p>2. Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia's economy and strengthen Virginia's regions.</p>	<p>(SP) Create more robust and comprehensive marketing channels to build awareness of all the workforce services available to expand the WDB's reach.</p> <p>(SP) Create a collective impact strategy to influence access to broadband for learning, work, business growth, and customer engagement across the region.</p> <p>(SG1) Leverage target sector-based partnerships to position career pathways from K-12 education through employment.</p> <p>(SG3) Act as an organizational catalyst to the regional workforce system.</p>
<p>3. Develop a qualified and desirable workforce with the skills, competencies, and credentials that meets the current and anticipated business needs of Virginia.</p>	<p>(SP) Develop initiatives to quickly retrain and retool people who have lost jobs that may not return.</p> <p>(SG1) Leverage target sector-based partnerships to position career pathways from K-12 education through employment.</p> <p>(SG2) Enrich and expand the workforce system through technologies that streamline customer service experiences</p>
<p>4. Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.</p>	<p>(SP) Create more robust and comprehensive marketing channels to build awareness of all the workforce services available to expand the WDB's reach.</p> <p>(SG2) Enrich and expand the workforce system through technologies that streamline customer service experiences</p>
<p>5. Reduce workforce system barriers through collaborative integration and innovative solutions.</p>	<p>(SP) Increase and strengthen coordination and collaboration among all the organizations involved in the delivery of workforce services.</p> <p>(SP) Create a collective impact strategy to influence access to broadband for learning, work, business growth, and customer engagement across the region.</p>
	<p>(SG2) Enrich and expand the workforce system through technologies that streamline customer service experiences.</p>

2.3 Describe how the local board's vision and goals align with and/or supports the vision of the Virginia Board of Workforce Development (VBWD) (found here: <https://viriniacareerworks.com>).

The VBWD approved their 2020-2023 Strategic Plan in September 2020.

The vision of the VBWD is that every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.

As stated above, the Central Region WDB's vision is a customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region.

Our goals are focused on identifying, recruiting, supporting, and providing services to sustain a talent pipeline for the Central Region WDB's targeted industries and to focus on efforts to forecast talent needs to support employers in the short and long term. Through these goals we will align training and needed supports to help jobseekers. We are committed to design methods to reach out to underserved and underemployed populations and to individuals in sectors with job losses to promote new training and job opportunities. Our goals are designed to build awareness of the workforce system's services available to job seekers and businesses, to create and sustain a talent pipeline for the short and long term, and to build the essential skills individuals need to enter and succeed in the workplace. These efforts are designed to provide businesses with access to a highly skilled workforce, specifically in high demand industries and occupations that provide individuals an opportunity to move along a career pathway and to obtain family sustaining wages.

2.4 Taking into account the analyses described in 1.1 through 2.3, describe a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local areas to achieve the local board's strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

Each strategic goal identified in our strategic plan has a set of identified key strategies. Our approach to working with our partners to align resources to carry out these strategies is to work through our board committees, partners, and the Business Services Unit. The partners meet regularly as will the Business Services Unit. Implementation of specific strategies will be assigned to each when our Action Plan is completed in early May. Each of these strategies will require investigation by the partners on how to align resources to ensure effective implementation across the workforce system.

Example strategies found in our plan that will be implemented through these teams include:

- Develop and promote career pathways in targeted industries through the current career pathway platform.
- Continue to utilize the Career Guide for Worlds of Opportunity and create additional resources for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree.
- Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
- Develop a coordinated and accessible infrastructure to connect individuals to the training opportunities to develop the essential workplace readiness skills required for work.
- Develop and deliver workforce services and supports to individuals who are underemployed, unemployed, and underserved to expand the talent pipeline of youth and adults.
- Ensure cultural responsiveness in how services are designed and delivered.
- Meet regularly with individuals in the region who are responsible for economic development to align the

region's economic development efforts with the workforce development system.

- Examine current targeted industry sectors within the context of labor market changes due to COVID and revise if needed.
- Continue to engage the libraries across the region to provide access to workforce services.
- Continue the initiative with the Life Skills Institute at Parkview Mission and expand throughout the region.

2.4 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:

- Regional vision for workforce development
- Protocols for planning workforce strategies that anticipate industry needs
- Needs of incumbent and underemployed workers in the region
- Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
- Setting of standards and metrics for operational delivery
- Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system
- Generation of new sources of funding to support workforce development in the region

Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

Our strategic plan is designed to support sector strategies aligned with our economic development partners, career pathways development, and career readiness skills development. The development of our plan was fueled by the question "what are the strategic challenges that the workforce system is likely to face over the next eighteen months?" Many strategic challenges were identified through our environmental scan.

The most prevalent were:

- Reaching out to the businesses community to ensure training and talent development meets their needs and sustaining the talent pipeline.
- Lack of access to broadband limits educational opportunities, business growth, customer engagement, and workforce mobility.
- Limited or no access to broadband has accelerated the equity gap.
- Building awareness of all the workforce resources available and how to get people to them.
- Increasing coordination among all the providers.
- Adjusting the workforce system to the long-term industry changes COVID has/will impact such as the hospitality industry, business travel etc.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the workforce system, and current opportunities and challenges for offering a high-quality system of talent development to the area's businesses. The strategic plan is a broad road map and there is still much to be determined relative to implementation. The document is the framework to continue our growth and ensure the sustainability of our high-performance, customer-focused organization that continues to benefit all stakeholders, our customers, our partners, and the community. With the shifting environment due to the pandemic of 2020, the board decided that developing a strategy for the next 3-years would not maintain relevancy. Instead, the Central Region's plan has a time horizon of eighteen months, through June of 2022. It is the product of intensive discussions by the Strategic Planning Committee members and feedback from a variety

of businesses, partners, jobseekers, and staff.

One of our key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission. Within this context we describe below how our goals and strategies initially address the initiatives.

1. **Regional vision for workforce development** As identified in other parts of this section, we envision a customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region. Our region is made up of subregions with differing needs. However, we have all agreed that this is a collective vision for the entire region.
2. **Protocols for planning workforce strategies that anticipate industry needs.** One of the key roles the board defined for itself in our strategic plan is to act as a convener of business and industry with education and training providers. Several strategies in our strategic plan address engaging businesses to be able to anticipate their needs, including:
 - Develop and promote career pathways in targeted industries through the current career pathway platform.
 - Continue to utilize the Career Guide for Worlds of Opportunity and create additional resources for area high school students and their parents where businesses provide labor market information about jobs and careers available that do not require a 4-year college degree.
 - Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
 - Meet regularly with individuals in the region who are responsible for economic development to align the region's economic development efforts with the workforce development system.
 - Examine current targeted industry sectors within the context of labor market changes due to COVID and revise if needed. Our Talent Solutions Team has developed and implemented methods and protocols to anticipate industry needs. These include regular meetings with businesses having similar needs within our targeted industries, and regularly scheduled targeted recruitments based on feedback from businesses on what they need.

We plan to hold ourselves accountable through a set of measures and metrics articulated in our strategic plan. Three of those will help us determine if we are being responsive to the current and future needs of business and industry. These outcomes are:

- Increase the number of businesses that report that the workforce system consistently supplies the talent they need.
 - Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.
 - Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.
3. **Needs of incumbent and underemployed workers in the region** As noted in multiple sections of this document, a key strategy within our strategic goal 2 is to develop and deliver workforce services and supports to individuals who are underemployed, unemployed, and underserved to expand the talent pipeline of youth and adults. We have relied on the data contained in the ALICE Report produced by the United Way to develop an understanding of those who are underemployed and underrepresented in the labor market in our region and their needs. Through the implementation of this strategy, we would expect to increase the number of individuals obtaining jobs within the targeted industries. To accomplish this, one of our tactical actions will include connecting individuals to training and support services that is responsive to their diverse experience and

needs. Implementation of this key strategy requires working with all partners and aligning resources to address issues such as childcare, transportation, mental health services, health services, and opportunities for exposure (particularly youth) to different life and work experiences.

4. Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships The CVWDB's Business engagement and outreach coordinator in partnership with partner organizations is developing an outreach and awareness plan that will increase focus on work-based learning and employment with area employers. A virtual career platform is under development that will share local employer career information and allow recruitment from area schools and employment organization providers.

5. Setting of standards and metrics for operational delivery The Central Region's strategic plan has outcome measures for each of the 3 goals. The board plans to engage in the development of an Action Plan, to be completed by September 2021. That plan will finalize the measures found in our plan and develop the metrics for operational service delivery to support the outcomes of the strategy. The strategic plan measures have been identified. Metrics, represented by an X where appropriate, are still in development.

- Increase the number of individuals obtaining jobs at a self or family sustaining wage by 5% (or by X number).
- Increase the number of businesses that report that the workforce system consistently supplies the talent they need by X% (or X number).
- Increase customer satisfaction by X%.
- Access to services has increased in all the subregions of the region.
- Economic development forecasts have been identified for the region and for the sub-regions and have been prioritized.
- Partners have been convened and 2 new training programs have been developed to meet the forecasted needs.

6. Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system One of our key operating principles is to align and maximize all resources required to carry out the strategic initiatives and seek to increase resources as required to achieve our mission. Discussions with partners will begin to examine what resources are required to support the strategies in the plan and how to align them using tools such as the Infrastructure Sharing Agreement (IFA) and resource development strategies (see below).

7. Generation of new sources of funding to support workforce development in the region The CVWDB has secured non WIOA funding to assist with career pathway development and also partnered with local governments and school systems for braided funding for shared career navigator positions. Additional funding for career pathways will be generated through business contributions toward the career pathway platform. We will address additional resource development as part of our action plan. Some of the strategies we identify may include:

- Joint proposal submissions with partner agencies for foundation and corporate funding, with the WDB serving as the fiscal agent for a collaborative initiative.
- Enhancing social media fundraising strategies.

Section 3: Local Area Partnerships and Investment Strategies

Please try to answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Provide a description of the workforce development system in the local area that identifies:

- The programs that are included in that system
- How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- How the local board coordinates and interacts with Chief Elected Officials (CEO)

[WIOA Sec. 108(b)(2)]

The Partner providers of the Central Virginia Workforce Development Board Workforce System are a valuable resource in the delivery of the Workforce Innovation and Opportunity Act (WIOA) services throughout the region. The Partners' goals are to provide innovative, customer-focused workforce solutions delivered within the CVWDB Workforce System by a collaborative network of professional providers. CVWDB (WDA area 7) employers, jobseekers and workers will have access to career and employment resources, consultation, information, education, training, development and recruitment services. Partners have monthly leadership team meetings facilitated by the One Stop Operator. All partners include career and technical education representatives from area school systems are a part of the regional Talent Solutions Team that is designed to gather career information from area employers and utilize sector strategies to build career pathways that connect job seeker with employment.

Following is a list of partner organizations

Program	Partner Organization	Authorization/Category
Vocational Rehabilitation	Department for Aging & Rehabilitative Services (DARS)	WIOA Title IV
Adult Education and Literacy	Adult and Career Education of Central Virginia	WIOA Title II

Adult/Dislocated Worker	HumanKind	WIOA Title I
Youth	HumanKind	WIOA Title I
Post-secondary Education	Central Virginia Community College	Post-secondary Perkins

<ul style="list-style-type: none"> Wagner Peyser Migrant and seasonal farmworker programs Veterans Programs RESEA Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law); 	Virginia Employment Commission	WIOA -Title III
Job Corps	Odle Management Group	WIOA Title I
Deaf and Hard of Hearing Services	Deaf and Hard of Hearing Services Center	Telecommunications Assistance Program (TAP)
Senior Community Services Employment Program	Goodwill Industries of the Valleys	Title V of the Older Americans Act of 1965
TANF/ VIEW/SNAP	Counties of Amherst, Appomattox, Bedford, Campbell County Schools and the City of Lynchburg Departments of Social Services	Social Security Act, Part A of Title IV
Virginia Cares & Center of Employment Training	Lynchburg Community Action	Second Chance Act of 2007 (42 U.S.C. 17532) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901)
Secondary Perkins	Counties of Amherst, Appomattox, Bedford, Campbell County Schools and the City of Lynchburg Schools	

The CVWDB meets with the Central Virginia Council of Elected Officials (CEO Consortium) to approve new members, strategic and local plans as well as the budget. New CEO members are provided an orientation and introduction to the Workforce system and encouraged to nominate board new board members from their respective areas. At least once annually, presentations are made to the full body of elected officials from each locality by the CVWDB Executive Director and the CVPDC Executive Director. CEO members are invited to participate in quarterly board meetings and are included on workforce newsletters.

3.2 Describe strategies and services that will be used in the local area to:

- Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs
- Support a local workforce development system that meets the needs of businesses in the local area
- Better coordinate workforce development programs and economic development
- Strengthen linkages between the one-stop delivery system and unemployment insurance programs

These strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.

The local board generally services as the “regional convener” and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No.13-01 Business Service Requirements for Local Workforce Investment Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers, and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer’s outcomes and satisfaction with the workforce system through Business Services Teams.

[WIOA Sec. 108(b)(4), Code of Virginia 2.2. Chapter 24 Section 2.2-2472.1]

In Central Virginia, regional economic development efforts are facilitated by the Lynchburg Regional Business Alliance (LRBA), which also serves as the Chamber of Commerce. The LRBA coordinates the Regional Economic Development team (RED Team) comprised of economic developers from localities throughout the region. CVWDB Executive Director is a member of the RED Team which allows ongoing collaboration between workforce and economic development. The Chief Operating Officer (COO) of the LRBA serves on the CVWDB and chairs the Outreach and Awareness Committee for the Board. The LRBA COO is also slated to co-chair the newly developing Talent Solutions Committee along with the president of Central Virginia Community College. Having high level leadership from the business sector (LRBA) and the education sector (CVCC) positions the CVWDB to effectively coordinate all workforce needs in the region.

The RED Team members have a working knowledge of the CVWDB employer focused programs such as On-the-job Training, Incumbent Worker Training, Apprenticeship and Labor Market Resources; helping promote these services with the region’s businesses. The Talent Solutions Team’s primary role is addressing employment sector challenges and building career pathways to meet talent needs through the collaborative efforts of all workforce partners. Members of the RED Team participate with the Talent Solutions team along with all One Stop system partners including staff representing unemployment services. The Talent Solutions Team serves as a linkage between businesses, the One Stop system and unemployed individuals as well as the emerging workforce. The Talent Solutions Team is developing a Business Services Unit comprised of WIOA mandated partners including the Virginia Employment Commission and UI services. The Business Services Unit will coordinate WIOA specific initiatives and engage Talent Solutions Team members as needed to address workforce priorities. Business engagement efforts continuously focus on how to reach into the pool of UI recipients as a recruiting pool for area employers with specific outreach via email or phone call to UI recipients for job fairs or special recruitment events.

The CVWDB has strong interest in entrepreneurial enterprises and supports the efforts of the Small Business Development Center located within the Lynchburg Regional Business Alliance and other initiatives throughout the region that support entrepreneurship. The CVWDB has made available youth entrepreneurial curriculum from Virginia Cooperative Extension as one of the strategies addressing 14 Youth Elements on Entrepreneurship. Additionally, CVWDB is a member of the Rural Workforce Innovation Network and will be developing additional partnerships with the SBDC, economic development and other community partners to encourage entrepreneurship in both urban and very rural areas.

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3.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

The CVWDB Talent Solutions Team is composed of economic developers from Amherst, Appomattox, Campbell, Altavista, Lynchburg, and Bedford (RED Team) who choose to participate along with all the workforce partner organizations, area school systems, colleges and universities. The Talent Solutions Team’s primary role is addressing employment sector challenges and building career pathways to meet talent needs. The Talent Solutions Team is developing a Business Services Unit comprised of WIOA mandated partners including the Virginia Employment Commission and UI services. Business engagement efforts continuously focus on how to reach into the pool of UI recipients as a recruiting pool for area employers.

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3.4 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The response to section 3.4 is combined with section 3.5 below.

3.5 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

The CVWDB added a Talent Solutions Committee as a Board Standing Committee to support the Talent Solutions Team. The President of Central Virginia Community College and the Chief Operating Officer of the Lynchburg

Regional Business Alliance agreed to co-chair the standing committee to build greater synergy between workforce and education. As an initiative of the CVWDB, The Talent Solutions Team helps identify needed programs and coordinate training activities to meet the employer needs at both the secondary and postsecondary level.

The Talent Solutions Team includes Community College staff, CTE staff and other program areas from all secondary schools in the region. CVCC, a key workforce partner and member of the Talent Solutions Team, is preparing to launch a Regional Technical Academy in the fall of 2021 that will engage the area secondary school systems as well as adult education providers in training initiatives to meet high demand occupations in the region.

The CVWDB staff will work closely with CVCC and the secondary schools to support this initiative and help connect businesses to the workforce system. WIOA Title I programs are currently engaged with CVCC in several fast-track training programs in healthcare and manufacturing and frequently pilots' new initiatives with special populations with CVCC. Additionally, the virtual career platform under development will serve, all WIOA Title I career seekers as well as secondary and post-secondary education.

3.6 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

The CVWDB staff are employees of the Central Virginia Planning District Commission, which is responsible for coordinating regional transportation issues. The partnership allows regular collaboration with programs such as Ride Solutions, which is focused on workforce transportation needs and continually looking at special initiatives or grants to create better transportation options. HumanKind, our region's One Stop Operator, also manages "Ways to Work," a special loan program that includes financial counseling for individuals who have been through challenging circumstances and need to secure a vehicle for employment.

3.7 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

During the COVID-19 Pandemic, the CVWDB entered into a MOU to add additional staff to support job seekers and employers. This has allowed the CVWDB to better understand and support WP activities and consider ways that they may be better integrated with the workforce system.

Wagner Peyser staff serve in the CVWDB business services unit and are also partners on the Talent Solutions Team. Wagner Peyser participation in the roles allows coordinating activities in fulfillment of the WIOA expectations.

The CVWDB Comprehensive Center is located in a VEC building and allows for close work with all VEC staff. Wagner Peyser staff also participates on the One Stop Leadership team and partner meetings to enhance communications and avoid duplication of services. Given the increased flexibility for administering WP services now allowed under WIOA, now may be a good time to consider allowing local workforce areas to become more involved with administering additional components of WP in partnership with the VEC.

One of the most frequently heard complaints from business customers is frustration with utilizing the Virginia

Workforce Connection (VAWC) system for job posting and screening. Job seeker customers also have significant challenges navigating the VAWC to develop resumes and conduct independent job search. Addressing the Wagner Peyser administration and VAWC frustrations is one of the most critical elements needed to improve service delivery in the local area.

3.8 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

Title II services are provided in LWDA 7 by [Adult & Career Education \(ACE\) of Virginia](#). ACE provides remediation for individuals who are basic skills deficient. Clients are co-enrolled with Title I and Title II to ensure employability skills are increased. This is accomplished through direct career counseling and the use of the Career Essentials program.

The CVWDB works closely with ACE of Central Virginia to deliver services to WIOA customers. This involves shared funding for advertising and outreach, as well as jointly engaging with grant funded initiatives with the Title I operator and other community partners such as libraries and the community college.

Over the past year, through the EEI grant and other initiatives, the WIOA programs, Adult Ed and CVCC have partnered to develop and deliver the Skills USA Career Essentials Program. Adult Ed staff have completed training to deliver the [Career Essentials Program](#) and deliver the program in a method contextualized to the career interest of participants. In addition to assisting with the Career Essentials program, Adult Ed also provides developmental education as needed to participants as they prepare for training programs through CVCC. This multi-partner approach which includes adult ed, holds promise for building essential skills for individuals who need credentials and employment.

The CVWDB will work with ACE on a pre-apprenticeship program in the near future and expand on IET programs throughout the region. We will continue to support and help participants transition into postsecondary education/training or the workplace. CVWDB staff as well as the Operations and Performance Committee are given the opportunity to review the Adult Ed operator proposals and make recommendations to the review team.

3.9 Describe how the local plan shall:

- Specify the policies and protocols to be followed by all the region's workforce development entities when engaging the region's employers
- Address how the region's workforce entities will involve employers in the formation of new workforce development activities
- Identify what activities will be undertaken to address employers' specific workforce needs

The CVWDB organizes and facilitates the Central Virginia Talent Solutions Team (CVTST), a collaborative effort of workforce organizations that support business growth. The goal of the CVTST is to provide a consistent level of information and service delivery to help employers grow and stay competitive. This cohesive response to meet employer needs supports the "no wrong door" approach. When an employer contacts any of our team partners, that individual or organization will either provide assistance or referral to another partner better able to serve the needs. The VA Career Works Lynchburg Center is a gateway for employers in the area to gain access to a variety of employment and training services.

The following services are available through board staff, or through referral to our many partners, to assist businesses with workforce related needs such as recruitment, hiring and training:

Communication, Coordination:

- Streamlined contact funnel for workforce needs- one call, an entire team behind the scenes
- Timely information on programs and resources

Employment Sector Strategy and Career Pathway Development:

- Develop Career Pathways to “fill the pipeline” of future workers for area employers
- Employer-sponsored internships for high school students
- Intensive, short-term training which leads to nationally recognized credentials to help individuals improve skills to start a new career and/or improve current career

Workforce Recruitment & Marketing:

- Assistance with Job Fairs
- Pre-screening for eligible candidates
- Referrals for your job openings
- Interview space and business equipment
- Innovative recruitment strategies
- Assistance with online recruiting
- Assistance with web, social media and video material to market and recruit prospective employees in high demand sectors
- Promotion for job openings through social media

Workforce Training:

- Resources & referrals to organizations that train and educate existing workers as well as customized training and education
- On-the job training to reduce your job creation cost
- GED, Adult basic literacy or English as a second language classes
- Assessment of current workforce
- Incumbent worker training for advancing education, certification and credentialing
- Industry-specific customized training
- Executive coaching and consulting services
- Registered apprenticeship programs
- Internships
- Small business and entrepreneurial advising and group education

Data & Analytics:

- Assist in data collection
- Labor Market Information
- Sector strategies and best practices to assist in securing workforce in our high demand occupations

Funding

- Information on tax incentives
- Training funds and incentive-based employee placement
- Tuition assistance and resources

The primary point of contact is the Business Engagement and Outreach Coordinator with the CVWDB.

In 2019, the CVWDB amended bylaws to include a Talent Solutions Standing Committee that will guide the work of the Talent Solutions Team (TST) and will be responsible for driving sector strategies within our region, providing local employers with human resource solutions and identifying methods to shrink regional skills gaps.

The team is designed to ensure that a comprehensive array of services is provided to businesses to maximize the efficiency and expertise of the system partners. When employers identify needs or projects, the Talent Solutions Team convenes and with employer input, develops an industry action team to address business needs. An action plan is developed to address employment sector strategies or to meet specific business needs such as customized training or employee recruitment events. Key members of these teams will include leaders from industry, workforce, education, and economic development, but need not be CVWDB members. IATs will be responsible for steering the development of sector partnerships that aim to address skill shortages, develop talent pipelines, and launch industry-responsive workforce initiatives across the region.

The CVWDB will identify and recruit workforce “champions” from targeted industries, related programs of study and/or industry advisory groups, and other system partners to drive the formation of IATs. These teams will act on behalf of the CVWDB to engage businesses to learn about specific workforce needs. The CVWDB will design tools for primary data gathering and analysis to validate and expand upon the findings indicated by secondary data. IATs will encourage participation by peer businesses and other stakeholders and leverage the findings from data gathering to inform the development of relevant and responsive solutions. For example, secondary data may indicate a shortage of welders, but primary data will provide specific insights from businesses as to why such shortages may exist. A Steel and Metals IAT would be positioned to act upon this information, bolstered by diverse resources from industry, workforce, education, and economic development. In this case, potential outcomes may include the development of a customized training program co-designed by educators and businesses, the integration of a specific type of welding application into a current program, or a group of businesses agreeing to host work experiences to attract future workers.

IATs will be empowered by the CVWDB to perform “best practices” research seeking to discover models of industry-led workforce development that have experienced successful outcomes elsewhere across the globe. Aspects of successful models may be woven into the design and development of regional initiatives. Our intent is to design and pilot industry-led workforce initiatives that flow out of the workforce needs of targeted industries. For example, if our Steel and Metals IAT discovers that disproportionately high rates of retirement from key occupations is hampering productivity and growth, then it may be determined that attracting younger workers to careers in steel and metals industries is one priority to be translated into an initiative. A possible initiative might be to develop an industry cohort training model with small groups of young adults to expose them to the real world of work in steel and metals, measure their skills and aptitudes, link them to an industry mentor, simulate the work environment, etc. Once a worker’s interest is affirmed, the CVWDB may support their entry into the appropriate training and education (work-based, postsecondary, or both) that prepares them to launch their career in steel and metals.

Ultimately, we aim to have a dedicated IAT serving each target sector and uniting around the needs of regional industries while leveraging the resources of workforce system partners. Successful models from earlier pilots will be replicated to meet the needs of these industries (and vice-versa over time). As the intermediary for the region’s workforce system, the CVWDB will be responsible for catalyzing the formation of IATs, measuring the effectiveness of interventions, and working with IATs to improve. Moreover, the CVWDB will be responsible for casting a wide net to recruit partners to scale up and sustain the work of IATs, and exchange best practices with other regions through its network of peers across Virginia and the U.S.

3.10 Describe how the direction given by the Governor and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Helping individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression. WIOA, Section 1 (b) Sec. 3 Definitions, (24) Individual with a Barrier to Employment, lists thirteen specific categories of such individuals with an additional provision that allows the Governor to designate, as he deems appropriate, such other groups of people as individuals with barriers to employment. Consequently, the CVWDB is concerned with insuring that all individuals seeking assistance through the local workforce development system, and especially those with barriers are helped. Toward this end the CVWDB employs

“Universal Design” principles in planning its policies, operational practices, services, and physical environments to result in improved outcomes for both their business and career seeker customers. To ensure that our job seeker customers are able to successfully compete for upwardly mobile positions that afford opportunities for career progression and lead to a middle-class standard of living, as a result of the services provided, requires that our training programs be focused on in-demand occupations in growth industries, competency based, and result in the attainment of valued, business and industry recognized credentials. This is achieved, as was noted above, by employing an industry sector approach, and utilizing career pathways that result in stackable credentials leading to employment providing family sustaining wages with benefits. The CVWDB will identify necessary and available resources needed to act on priorities. This exercise will inform the development of an asset map and the engagement of more system partners.

The CVWDB will develop action plans to close resource gaps; a critical feature of these plans will be leveraging resources from system partners to fulfill shared goals so that recipients of public assistance, other low-income individuals and individuals who have basic skills deficiencies receive appropriate priority of service.

See policy here: <https://www.vcwcentralregion.com/wp-content/uploads/PP-101-Adult-Funding-and-Universal-Priority-of-Service-1.pdf>

Section 4: Program Design and Evaluation

Please try to answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The CVWDB seeks to align system partners to capture and respond to the voice of all customers and stakeholders. System partners include those entities represented on our Board as well as organizations that play a role in the region's workforce system but may not be represented with a Board seat. For example, public libraries and some community-based organizations may prove invaluable assets to operationalizing aspects of our plan but may not have Board representation. System priorities will be established by the CVWDB while aspects of operationalizing the plan will be delegated to CVWDB subcommittees for oversight and guidance.

The CVWDB will become less "place" bound by the One-Stop center and more embedded in communities across the region to maximize access to many services. One aspect of our plan is to increase engagement of faith-based and community-based organizations to discover where our missions overlap and assess opportunities to collaborate on the delivery of services. For example, a community center may be delivering programs to break families out of poverty, or a community-based organization may be delivering entrepreneurial training; either of these scenarios might provide an opportunity for the CV WDB and another organization to mutually bolster and reinforce the effectiveness of our respective programs.

Given the current lack of awareness across the region relative to the capabilities and impact of our workforce system, coupled with the transformations that this system will undergo through operationalizing this plan, an extensive degree of communications outreach will be necessary. The CVWDB Business Engagement and Outreach staff is dedicated to boosting our region wide visibility, conveying the diverse benefits achieved by our system, and encouraging broader utilization of the system. This work will involve collaboration with CVWDB leadership, front line staff, customers, and system wide partners.

For jobseekers, the returns to be gained may be breaking free of cyclical poverty or advancing one's career by capitalizing on workforce system resources. For example, unemployed, underemployed, future workers and/or workers choosing to re-enter the workforce may not realize the abundance of resources at their disposal in our workforce system. Whether it be accessing labor market information to explore in-demand careers, participating in workshops (e.g. behavioral interviewing), enrolling in training programs that lead to gainful employment in growing industries, or directly seeking employment or internships, among many other services – these can be smart investments of a jobseeker's time and energy relative to the potential returns to be earned.

Another key undertaking early on in this plan is to articulate the reimagined One-Stop as being less about a centralized brick and mortar facility and more about the span of the workforce system beyond the OneStop. For example, several services will become virtually accessible from the confines of one's own home, a local community center or a public library. Our job will be to shift perceptions of the workforce system from being place-based and burdensome to access to being mobile, embedded in every community, and easily accessible. Concurrent with this work, the CV WDB will need to develop short- and long-term messaging to achieve brand development and brand recognition that displaces historical perceptions (e.g. stigma of programs and services for low-skilled workers) among customers and provides a fresh impression that encourages utilization of the workforce system (e.g. opportunities to develop human capital or pursue exciting careers).

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. [WIOA Sec. 108(b)(3)]

The sector strategy and career pathway work for the CVWDB is supported by the Talent Solutions Standing Committee and will be coordinated by the Business Engagement and Outreach Coordinator. Through the guidance of this committee and the TST, career pathways that meet the region's training and employment needs are developed. The CVWDB is collaborating closely with both secondary and post-secondary schools to build a career pathway system for the region.

Central Virginia Community College (CVCC) has agreed to take the lead in partnership with the secondary school systems to develop and build a career pathway system with support from board staff. CVCC has been the state leader within the community college system producing the most industry credentials in Virginia. CVCC has developed a good range of non-credit rapid-train programs for in-demand occupations. These non-credit classes are being articulated with credit classes to promote stackable credentials. CVCC and employer-based apprenticeships will provide the foundation and future focus for credential attainment to meet the region's workforce needs. The CVWDB has worked with Leadership Lynchburg to develop an initial set of web-based videos that highlight three of the more important employment sectors. These videos and additional resources will be developed with employer partners and promoted as career pathway tools. Career Coaches through CVCC help promote credential attainment and implement career pathways relevant to the region. With outside funding through GO Virginia, a Virtual Career Platform is being developed that will engage middle school through postsecondary career seekers, including WIOA participants. The platform will also have resources for career navigators, educators and parents to support career path decisions. The virtual platform is expected to have the following elements:

1. Career Engagement – the platform must consist of the following:

- A. Training modules that should increase learner engagement and motivation
- B. The ability for users to search job openings
- C. Landing page customized to the Central Virginia LWDA
- D. Community space, blog or forum
- E. Modules for the exploration of career pathways available in the Central Virginia LWDA
- F. The ability to house training courses, modules, multimedia content including videos, and webinars that are created and customized by the workforce board, businesses, and partner organizations.
- G. Career exploration tools including job and personality assessments from CAREERONESTOP.ORG
- H. Available content should apply to general job seekers, but also include content specific to youth, adults, and military veterans
- I. An online orientation
- J. Integration of video conferencing for virtual connection and/or online services for group presentations
- K. A module to feature internships and paid work experiences
- L. Customizable reports that provide data on customer usage

2. Case Management – the platform must consist of the following:

- A. Employer, Educator and Career Seeker portals
- B. Ability for Employers to review resumes and contact prospective users
- C. Ability for School and Workforce staff to support and monitor student job shadowing,

internships, work experiences and employment.

- D. Document management including customizable forms and the ability to download/manage/track/upload forms
- E. Ability to track participant data including the following: username, time spent on platform, and modules accessed.
- F. Customizable reporting tools
- G. Ability to host virtual job fairs and capture results from employers and job seekers utilizing video conferencing functionality

3. Provider Services– the platform must consist of the following:

- A. User training should be available
- B. Marketing materials, desk guides on how to use components within virtual platform
- C. Service level guarantees and availability/response/resolution expectations for system support
- D. Should include data integrations
- E. Security protocols in place to ensure personal identifiable data for participants is safe from theft and abuse. Adherence to all local, state, and federal data security standards required
- F. This tool will be accessible to the public online and will be mobile friendly
- G. Ongoing customization based on workforce board requests to enhance virtual services within the region
- H. Integration of virtual services platform with existing Virginia Career Works – Central Region website

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The CVWDB partner organizations are making very good progress on co-enrollment. Co-enrollments currently occur with WIOA Title I youth, DARS, Job Corp and Adult Ed. Many participants pursue training at the community college which has also been a very collaborative partner. The CVWDB is developing a very collaborative approach to service delivery through co-enrollment.

4.4 Describe one-stop delivery system in the local area, including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

CVWDB Policy #209 addresses Accessibility & Reasonable Accommodations here:

<https://www.vcwcentralregion.com/wp-content/uploads/AP-209-Accessibility-Reasonable-Accommodations.pdf>

In addition, the one stop operator coordinates ongoing training for all partner staff monthly and coordinates EO and other related sec. 188 focused trainings on a quarterly basis with partner staff and other refreshers for front line Title I and Wagner-Peyser staff located at the VCW Lynchburg Center. The most recent monitoring report conducted by Shirley M. Bray-Sledge, state level EO Officer with the Virginia Employment Commission, confirmed facility and programmatic accessibility. Also, the state-provided MOU partner template addresses the requirements of WIOA sec. 188 and provides direction for accessibility and other related provisions of the

Americans with Disabilities Act of 1990.

The CVWDB ensures that all partners have access to training on a regular basis in ADA and other areas of nondiscrimination addressed in WIOA section 188. Much of this training is coordinated through the VEC and is offered through web-based training and workshops.

The CVWDB is developing a practice of requiring all staff to participate in hands on assistive technology and accessibility training on a quarterly basis to ensure their skills are maintained and that all equipment is working properly or updated when needed.

The comprehensive One Stop Center is physically and sensory accessible as well as being equipped with assistive technologies and access to alternative communications required to successfully deliver services to all populations. CVWDB programs have met all EO reviews conducted. As a part of the One Stop Certification process, all centers are required to meet these standards so the One Stop Operator and Board staff coordinate and support the training ensuring that all partners and staff have the resources and training to serve job seekers and employers.

Executing this plan introduces significant changes at multiple levels of our region's workforce system. The breadth of partners, new programs and the changes in the structure of our service delivery alone requires ongoing learning and adaptation for CVWDB staff and our One-stop partners' staff. In recognition of these needs, all CVWDB and One-Stop staff will participate in monthly partner training to create awareness of all programs and services. New partner and new staff will have a special orientation to provide a clear understanding of our vision and mission, the mission of our partners, the points of alignment and overlap between organizations, and the effects of this overlap in our everyday operations. This plan reinvigorates our commitment to improve customer service and satisfaction. CVWDB leadership and all staff will complete ongoing professional development to become familiar with, and proficient practicing continuous quality improvement (CQI). These practices will become central to developing a professional environment that embraces transparency, accountability and customer satisfaction at all levels of engagement, both internal and external.

- B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

The CVWDB has access points across the region to deliver services that reduce the burden of travel to the One-Stop. For example, public libraries or community-based organizations have been serving as One-Stop access points, equipped with dedicated workstations where jobseekers can determine their eligibility to enroll in programs, complete virtual learning modules, participate in workshops, and research career options, among other things. Relationships have been developed with all public libraries throughout the region which creates entry points to workforce development services via electronic and physical meetings. The libraries create an additional 15 locations near population centers in every county and the City of Lynchburg, for citizens to access the public workforce system. This access is especially useful for job seekers with transportation barriers or time constraints. Partners such as these will effectively expand our reach and increase participation in the workforce system. As new technologies such as virtual appointments are integrated into our service delivery model, adequate training to promote proficient utilization of these technologies will be a component of all efforts.

- C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

Please follow the link to CVWDB Policy #209 Accessibility & Reasonable Accommodations below.

<https://www.vcwcentralregion.com/wp-content/uploads/AP-209-Accessibility-Reasonable-Accommodations.pdf>

In addition, the one stop operator coordinates ongoing training for all partner staff monthly and coordinates EO and other related sec. 188 focused trainings on a quarterly basis with partner staff and other refreshers for front line Title I and Wagner-Pyser staff located at the VCW Lynchburg Center. In addition, please find in the attachment section the most recent monitoring report conducted by Shirley M. Bray-Sledge state level EO Officer with the Virginia Employment Commission detailing a review of facility and programmatic accessibility. Also, the state provided MOU partner template addresses the requirements of WIOA sec. 188 and provides direction for accessibility and other related provisions of the Americans with Disabilities Act of 1990.

The CVWDB ensures that all partners have access to training on a regular basis in ADA and other areas of nondiscrimination addressed in WIOA section 188. Much of this training is coordinated through the VEC and is offered through web-based training and workshops.

The CVWDB is developing a practice of requiring all staff to participate in hands on assistive technology and accessibility training on a quarterly basis to ensure their skills are maintained and that all equipment is working properly or updated when needed.

The comprehensive One Stop Center is physically and sensory accessible as well as being equipped with assistive technologies and access to alternative communications required to successfully deliver services to all populations. CVWDB programs have met all EO reviews conducted. As a part of the One Stop Certification process, all centers are required to meet these standards so the One Stop Operator and Board staff coordinate and support the training ensuring that all partners and staff have the resources and training to serve job seekers and employers.

- D. Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]

WIOA has named a category of partners who are considered “mandated” partners to be a part of the hands-on delivery of services. In the CVWDA, services delivered by the partners may include career services or training services. The following programs are named in the WIOA as mandated partners who will deliver services onsite or be available for offsite services through referral:

- WIOA Title I Adult, Dislocated Worker, Youth and One Stop Operator role are coordinated by HumanKind
- Adult Education and Literacy Act programs administered by the Department of Education (DoED): Adult and Career Education of Central Virginia
- Wagner-Peyser Act employment services administered by DOL: Virginia Employment Commission

- Rehabilitation Act Title I Programs administered by DoED: Virginia Department of Aging and Rehabilitative Services.
- SCSEP- Goodwill Industries of the Valleys
- Perkins Act-Central Virginia Community College
- Job Corp-Old Dominion Job Corp
- TANF/SNAP-Local Departments of Social Services

The CVWDB One Stop leadership team is facilitated by the One Stop Operator and has representatives from all participating One Stop partners. The goal of the partners is to function as a united, combined effort to pool all resources through the Workforce System to meet the goals of workforce and economic development throughout the region as well as meeting the needs of individual workers and job seekers. This arrangement achieves the goal of providing universal access at the one-stop location and through access points throughout the region. The One Stop Operator, HumanKind, will be responsible for outreach and coordinating services between the comprehensive One Stop Center, all access points and organizations throughout the region such as libraries, departments of social services and community centers. All partners have at least a physical or virtual presence at the One Stop center. Contributions to the system are described in the MOU and Cost Infrastructure Agreement.

Collaboration is a key operating principle of the CV Workforce System. All stakeholders in the regional workforce system are invited to serve on either the full workforce board or standing committees facilitated by board members. The CVWDB has been fortunate to experience good engagement from board members and stakeholders within the region. The CVWDB supports and participates in the Bridges Out of Poverty initiative that engages all relevant stakeholders including the justice system, healthcare system, workforce system, many community organizations and employers. The workforce model developed through Bridges Out of Poverty encourages collaboration as well as resource sharing for staff and programs that address both life and work skills. Through shared funding for positions with local departments of social services, schools and other community partners, the CVWDB has additional resources and better communications, referrals and working relationships with stakeholders (Blue Ridge Reentry Council -ex offenders, Regional Area Network for Employment-individuals with disabilities, faithbased groups- mentoring and supportive services) serving individuals with barriers to employment.

- E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

All staff have completed training on transitioning to electronic records management and started entering customer information electronically as of 12-1-20.

- F. Describe the services provided by each partner mandated by federal and state law, and other optional partners.

Services Provided by Partners

Central Virginia Workforce Development Board

1. Participation in monthly WIOA leadership team planning and meetings.
2. Support coordinating referrals and services with all WIOA partners.
3. Serve as lead coordinator for business engagement; providing a contact management system to support business engagement for career exploration and job placement.
4. Provide outreach, publicity and support for One Stop Center and partners; addressing all services identified on page 14 of the MOU

Lynchburg Community Action:

1. Offering job training resources and assistance to ex-offenders through the Virginia Cares Program.
2. Offering soft skills training, basic computer skills development, and job search assistance to low-income individuals.
3. Providing Certified Nurse Aid, Medication Technician, and Phlebotomy training for qualified individuals through TANF funding.
4. Make referrals to job coaching, career training opportunities, emergency assistance, and other Lyn-CAG and community resources to assist low-income individuals.

Goodwill Industries of the Valleys-Senior Community Services Employment Program

1. SCSEP staff are on site on an itinerant basis in centers to provide information about the Title V Older Worker program available through Goodwill Industries of the Valleys. Staff can also do on-site eligibility screening and enrollment of individuals into the SCSEP program. This program is funded through the Federal Department of Labor Senior Community Service Employment Program grant.

The Department for Aging and Rehabilitative Services (DARS)- Division of Rehabilitative Services (DRS) offers vocational rehabilitation programs and services to assist people with disabilities to prepare for, secure, retain or regain employment. For One-Stop Delivery System job seekers, determined eligible by and appropriate for the DRS program in open order of selection categories*, the scope of workforce services based on an assessment of service needs may include:

1. Vocational Evaluation/Counseling
2. Career/Post-Secondary Education Planning
3. Training and Credentials
4. Work Readiness and Support Services
5. Job Development/Coaching/Placement

Virginia Employment Commission

1. Wagner-Peyser Act

- Provide basic career services and individualized career services for job seekers and workers
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Conduct outreach regarding local workforce system's services and products
- Provide access to labor market information and assist with the Interpretation of this information relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs, and information relating to local occupations in demand and their earnings, skill requirements, and opportunities for advancement for such occupations
- Conduct outreach and assist employers to fill their workforce needs with qualified job seekers
- Provide customized recruitment and job applicant screening and referral services
- Conduct job fairs, use one-stop cent facilities for recruiting and interviewing job applicants
- Post job vacancies in the state labor exchange system and take and fill job orders
- Provide information regarding workforce development initiatives and programs
- Develop, convene, or implement industry or sector partnerships
- Conduct intake, outreach, and orientation to the information services, programs, tools and resources available through the workforce system
- Referral to training services
- Information on the availability of supportive services and referral to such as appropriate

2. Unemployment Insurance

- Provide information and services related to Unemployment Insurance taxes and claims
- 3. Jobs for Veterans State Grant (JVSG)
 - Provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment
 - Conduct outreach and assist employers fill their workforce needs with job seeking Veterans
- 4. Rapid Response
 - Respond to announcements of layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers to ensure rapid reemployment and to minimize the negative Impacts of the layoff
- 5. Trade Adjustment Assistance (TAA)
 - The TAA Program is a federal program established under the Trade Act that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of Increased imports. The program develops On-the-Job Training (OJT) contracts
 - Provide occupation skills training through Individual Training Accounts (ITAs) Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
- 6. Reemployment Services and Eligibility Assessments (RESEA)
 - Provide specialize assessments of skill levels and service needs
 - Review of Unemployment Insurance
 - Development of an individual employability plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
 - Referral to training services and reduction in duration of UI benefits
- 7. Foreign Labor Certification
 - Process H 2A and H 2B foreign labor applications, conduct employer housing inspections, conduct prevailing wage and practice surveys, and conduct employer outreach for foreign labor programs
- 8. Migrant Seasonal Farmworker Services
 - In and out of area job search and placement assistance
 - Conduct outreach activities with growers and other employers

Old Dominion Job Corp

Education and Career Training registration for the Job Corp programs

Adult Education

Co-location at the one-stop and classes throughout the region, including one-on- one tutoring for low literacy individuals, basic skills assessments (TABE) to all partners requiring this service.

Lynchburg Department of Social Services

1. Social Services leadership staff participation in monthly WIOA leadership team planning and meetings.
2. Coordinate referrals and services with all WIOA partners as appropriate to serve current and transitioning TANF, VIEW, SNAP benefits recipients, youth in foster care and other jointly shared participants.
3. Serve as lead coordinator for eligible recipients in need of housing, childcare, transportation and other appropriate supportive services necessary for completing education/training programs and securing/maintaining employment.
4. Assist with life skill and job readiness coordination and training for shared program participants.

G. Identify the Virginia Workforce Center Operator for each site in the local area.

Humankind serves as the One Stop Operator for VCWCR with one comprehensive center located at: 3125 Odd Fellows Road Lynchburg VA 24501

H. Identify the Virginia Workforce Center Operator for each site in the local area.

Physical Location: 3125 Odd Fellows Road Lynchburg VA 24501

I. Identify the physical locations of each comprehensive Virginia Workforce Center in the local area, and the co-location strategy for each center (current and planned).

Participating Libraries Access and Information Points:

- Amherst Library- 382 South Main Street, Amherst
- J Robert Jamerson Memorial Library- 157 Main Street, Appomattox
- Campbell County Public Library-684 Village Hwy, Rustburg, VA 24588
- Lynchburg Public Library-2315 Memorial Ave, Lynchburg, VA 24501
- Bedford Central Library– 321 N. Bridge Street, Bedford

J. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers.

n/a

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

The Central Virginia Workforce Development Board (WDB) seeks to promote a skilled workforce capable of meeting employer's needs. Training Services Policy #104 addresses ITA's. here:

<https://www.vcwcentralregion.com/wp-content/uploads/PP-104-Training-Services-1.pdf>

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

N/A - Not Utilized

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

The Board's Administrative Staff have responsibility for determining demand occupations based on high demand occupations identified in the local plan and entering approved training providers into the state's eligible training provider list (ETPL). Admin staff also ensure data is gathered on EO accessibility and provider performance to make subsequent provider eligibility determinations. The importance of this strategy cannot be understated in that it sets the stage for the Board to be able to achieve its negotiated end of program year WIOA Performance Measures.

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

The CVWDB and regional Rapid Response team will engage in direct and deliberate communication on a quarterly basis for the primary purpose of discussing relevant activity in the region for their shared objectives. At a minimum, this meeting will involve the CVWDB Executive Director, the CVWDB Business Engagement and Outreach Coordinator, Program Operator for WIOA Title I Dislocated Worker program and the Central Virginia Rapid Response Coordinator. Other participants as deemed appropriate by either party for that particular month's topic(s) may also preside (e.g. other workforce development agency partners within the network, etc.).

Priority items include, but are not limited to:

- 1) Review of most recent Rapid Response activity in the region
 - a) follow-up of Dislocated Workers and response rate, assistance received and progress/outcomes
 - b) successes/businesses' (specific) involvement
- 2) Recent workforce trends/fluctuations (if applicable)
- 3) Health of business/industries
 - a) early indicators/warning signs
 - b) updates
- 4) Outreach needs
- 5) Other/miscellaneous
- 6) Suggested actions

Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

Oversight and monitoring of operators is conducted by the CVWDB operations coordinator. This is done formally at least once annually. Spot checks are conducted periodically and is needed if concerns arise. See the Local Monitoring and Oversight Policy #203 here: <https://www.vcwcentralregion.com/wp-content/uploads/AP-203-Local-Monitoring-and-Oversite-1.pdf>.

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board.

In Section 7 of the Board Bylaws, there is a specific section that addresses Compliance with Sunshine Laws as follows: "In order to comply with the Sunshine Provisions, the Board, and any of its subcommittees authorized to take official action on behalf of the Board, shall:

1. Take official action and engage in deliberations only at meetings open to the public. "Official action" includes making recommendations, establishing policy, making decisions, and/or voting on matters of Local Board business. "Deliberations" are discussions of Local Board business necessary in order to reach decisions.
2. Ensure that all meetings are held in an accessible location for people with disabilities and that all information is provided in accessible and alternate formats upon request.
3. Give public notice of meetings in accordance with applicable state code provisions, including public notice in advance of any special meeting or rescheduled regular meeting. No public notice need be given of an emergency meeting called to deal with a real or potential emergency involving a clear and present danger to life or property.
4. Ensure that votes of Local Board members are publicly cast and, in the case of roll call votes, recorded.
5. Keep written minutes of all public meetings, including date, time and place of the meeting, members present, the substance of all official actions, a record of roll call votes, and the names of any citizens who appeared and gave testimony."

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.

CVWDB staff generate and review monthly financials with attention to expenditure requirement. Quarterly meetings will be held with all with all partners receiving Title 1 WIOA funds to review encumbrances and monitor WIOA spending targets. As a team CVWDB staff and Title I partners evaluate and develop strategies that ensure appropriate and timely expenditures.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

The CVWDB follows the procurement policies of the Central Virginia Planning District Commission (See: https://www.cvpdc.org/images/what-we-do/08_06_POL_procurement_policy_manual.pdf), and maintains compliance with OMB Uniform Administrative Requirements, Cost

Principles, and Audit Requirements for Federal Awards, Final Rule Title 2 of the Code of Federal Regulations; 2 CFR 200. WIOA Title I Operators for Adult and Dislocated Worker are competitively procured along with the role of One Stop Operator. An RFP is released in compliance with the Federal Uniform Guidance and the Central Virginia Planning District Commission procurement guidelines. Currently, the CVWDB procures these services for a three-year term that is renewable year to year based on performance. HumanKind currently serves as the One-Stop Operator and program operator for Adult, Youth and Dislocated Worker programs renewable annually through 2023. An RFP review team comprised of business and social service organizations score the proposals and make recommendations to the CVWDB.

5.5 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

The City of Lynchburg has been designated by the CVWD AREA COUNCIL (Council) comprised of the Chief Local Elected Officials, as the grant recipient for the CVWDB Area and is responsible for ensuring compliance with the terms and conditions of the WDA grant.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources.

The CVWDB has secured joint funding and collaboration opportunities in many areas. For example, the CVWDB has shared funding positions with the Bedford County and Campbell County for joint youth positions that will draw supportive services through TANF/VIEW funds and target WIOA Title I funds on training/employment. The shared funded positions allow much better engagement with preferred populations for recruiting and support for better outcomes. The CVWDB served as the grant administrator for a \$300,000.00 GO VA grant for incumbent worker training and career pathway development that also supported VCW-Blue Ridge Region and VCW-New River/Mt. Rogers. This funding allowed support for career expo's and additional work on career pathways for all ages.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

PERFORMANCE MEASURE	State Revised Proposal	State Revised Proposal	State Revised Proposal
Employment Rate 2nd Quarter After Exit	79.00%	85.00%	72.00%
Median Earnings 2nd Quarter After Exit	\$6,000	\$8,000	\$3,500
Measurable Skill Gains	60.00%	55.00%	55.00%
Employment Rate 4th Quarter After Exit	85.00%	90.00%	62.80%
Credential Attainment Rate	74.00%	70.00%	70.00%

5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

All WIOA funding is partially based on achieving Department of Labor's performance measures regarding employment and training. The program operator will be responsible for the follow-up and performance measures data for both WIA and WIOA measures and should be prepared to track the data for both sets of measures.

The WIOA performance measures are described below:

- Employment - To increase employment, as measured by entry into unsubsidized employment (2nd quarter after exit);
- Employment Retention - To increase retention in unsubsidized employment six months after entry into employment (4th quarter after exit); and
- Median Earnings - To increase earnings received in unsubsidized employment (median of 2nd quarter wages after exit).
- Credential Rate – To increase credentials or diplomas obtained during or immediately after program exit.
 - o Definition: Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.
- Measurable Skills Gain – To increase the skills obtained through education leading to a credential or employment during the program year.

- o Definition: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real- time.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

MOU's exist with Bedford and Campbell schools and local governments to help fund a dedicated youth career navigator for each locality. This position spend time in the respective schools and social services offices to recruit and serve WIOA eligible youth.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board The Central Virginia Workforce Development Board (CVWDB) indicated in the SWOT session on July 13, 2021 that they wish to be a high performing board. The new Executive Director proposed that board staff would conduct a Listening and Learning Tour in 2021-2022. This would involve one or two staff members visiting with each board member to present an overview of WIOA programs and ensure that board members understand, and can clearly communicate the mission and priorities of the CVWDB. Board members will be more engaged in-service delivery through their involvement in sub-committees of the board, and the Business Service Team. The CVWDB responded very well to the facilitated SWOT session and we plan to hold a second session to follow up on committee assignments and further engage board members.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

During the months of December 2020 through January 2021, outreach to businesses occurred through Chambers of Commerce, Workforce Board members, business contacts, and the Society for Human Resource Management. Program operators recruited adult and youth customers. The Central Virginia Planning District Commission convened a special virtual meeting of elected officials and administrators and board staff recruited many community stakeholders for another virtual input session. A series of virtual focus group meetings were facilitated by Strumpf Associates to gather information for a strategic plan that would inform development of the local plan.

A draft local plan and the strategic plan were posted for public comment February 12, 2021. Realizing that the local plan is a living document, it is the practice of the CVWDB to post the local plan and allow ongoing public comment in the interest of providing the broadest opportunity for the community to contribute suggestions for continuous improvement.

Since the plan has to be updated or re-developed every two years, it is valuable to have ongoing input. Public comments received by February 22 were incorporated into the final draft of the plan.

Due to the COVID-19 pandemic, the CVWDB agreed to revisit potential strategic plan and local plan updates in 18 months to ensure a relevant focus on high performing workforce development efforts.

Public Comment on CVWDB Local Plan and Strategic Plan:

Strategic Plan Public Comments:

1. On page 5 it states “Develop initiatives to quickly retrain and retool people who have lost jobs that may not return.”
 - a. What specific initiatives are being planned for retraining these individuals?
 - b. Who would the players and stakeholders be for such programs i.e. Local Schools and Colleges, Employment Commissions, Private businesses that specialize in job training and certifications?
 - c. Are there current initiatives not being utilized by folks who fall in this category? If so, how are those metrics measured and what tools and platforms are being used to collect that data?
2. On page 5 it states “Create more robust and comprehensive marketing channels to build awareness of all the workforce services available to expand the WDB’s reach.”
 - a. What are the types of campaigning that would be utilized to ensure the reach is visible, robust, and easy to access?
 - b. Who would be creating the content that is written for the marketing reach
 - c. What technology platforms will be used to distribute the marketing campaigns created
 - d. What is the most recent 90-180 day data regarding the analytics of Social, Web, and Email contacts?
 - e. Who is visiting the sites
 - ii. How long are they staying on specific web pages
 - iii. Are they converting by filling out forms with contact information
3. If they are converting, are there automations in place to export the contact information data into mailing lists for direct mail, email, text and social media blasts.
 - a. Are there currently any plans for pandemic-safe events such as expos and conferences
 - b. How would they be advertised
 - c. What metrics would be used to measure success and outcomes
4. On page 8, there is a table regarding the area’s largest employers but no inclusion of staffing agencies such as Manpower, Elwood Staffing, Bright Services, etc etc.
 - a. Most of the local staffing agencies already have contracts in place with most if not all of those employers between them all in order to provide Temps, Temp-to-Hire, and Direct Placement.
 - b. These agencies also have programs in place to provide resume building help, job skills analysis, drug testing, ID verification, and easy payment options such as direct deposit.
 - c. The collaboration with these types of local agencies would provide a more robust strategy for placement, training, and safety and also provide additional resources they may not be at the WDB’s disposal.
5. On page 9, regarding the role the WDB plays in providing the existing and proposed initiatives:
 - a. How are they currently funded
 - b. Are there additional funding opportunities unexplored
 - i. Federal Grants
 - ii. State Grants
 - iii. Philanthropic Groups
6. Key strategy 1.3 states Continue to build strong linkages with public and private education and training institutions (e.g., K-12, trade schools, industry association training programs, apprenticeships, and community colleges) to align programming with career pathways and future labor market demand.
 - a. How often does the WDB meet with the major stakeholders in these institutions
 - b. How collaborative have they been in the past

- c. Historically, what has their input been regarding the relationship between themselves and the WDB
7. The plan has no mention of any strategic goal that would specifically focus on individuals with Developmental Disabilities, Felons, and other demographics that normally would have a difficult time finding work
 - a. How would the approach to these groups be integrated in the current strategies
 - b. Would specific measures be taken to ensure these specific groups have access to the tools and resources needed to procure training and employment
(Provided by the Staff of Lighthouse Community Center)
8. On page 8, Centra Health is listed. Based on my previous employment there, I believe it should be simply referred to as Centra now.
9. On page 9, external customers, should we add a "s" to jobseekers?
10. Since this plan addresses the impact of COVID, should information about unemployment be added to compare before COVID and during COVID numbers?
11. For the outcomes listed for each strategy, are we defining the "X's" during the call? Do they need to be identified?

Local Plan Public Comment

Do you believe our local plan addresses the most pressing issues related to our workforce? If not, what do you think is missing?

Lack of broadband access is a pressing issue, definitely. Having classes to retrain those who have lost their jobs and need a new skill is also of key importance. Building connections with businesses and organizations is key. What seems to be missing is connection with those serving the low income. I do not see my company identified -- Lynchburg Community Action Group, Inc. And there are other sources of help for the low income that you should have at the table -- local churches, for example. And VA CARES is a great program to help ex-offenders get back on their feet. These persons need jobs in order not to return to criminal activity.

Does our local plan include references to all of our major industry sectors? If not, what employment areas are we missing?

Seem to be fine.

Do our goals align with the needs of our region's workforce? If not, what suggestions can you offer in this area?
I think your goals are aligned with the needs of the region's workforce.

Please share any additional comments with us that might be relevant to our local plan.

I like the way this plan is presented. Very easy to read. You did a good job!

As a member of the COC (Continuum of Care), I'm providing some feedback on the strategic plan. I think it looks great and makes a lot of sense. I did notice the top employers list might be more helpful if organized by size (largest to smallest) vs. alphabetically.

I wish there was something to address the laid off, low skilled restaurant/hospitality workers, often without 3rd grade literacy. I've wondered if that group of COVID impact is large enough to merit its own strategic goal. But certainly do understand it is connected with the very clear included strategies. I wonder if you are also seeing funding just for COVID impacts and that might be a nice "ball in your court" if seeking special funding.

5.12 Describe professional staff development strategies, including:

- Process used to ensure staff receive continuous training in workforce development practices
- Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services
- Process to measure staff performance and delivery of high-quality customer service
- Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 300-06

The CVWDB supports and encourages an environment of quality and continuous improvement through its service provider network. As part of the commitment, WIOA-paid staff in Central Region can attend workshops, conferences and other short-term certification or training-related events to support WIOA outcome needs. Program Operators are committed to hiring professional, credentialed and passionate staff and provide training on delivering WIOA Title I services. All staff and partners are committed to providing excellent customer service to job seekers and businesses. Staff development is a continual process that includes federal, state, and local policy. Center staff participate in monthly training opportunities that directly relate to their everyday responsibility. All workforce partners and staff can become certified through the Sector Strategies and Career Pathways Academy, an initiative for Virginia workforce professionals to align education and training programs to make it easier for individuals to access and complete pathways for financial independence. Supervisors monitor case note entry, soft exit reports, and new enrollments on a regular basis (weekly/biweekly) and pull reports to ensure no issues arise. Job seekers complete customer service surveys as a measure of staff performance and delivery of high-quality customer service. An employer survey developed and managed by the board staff ensures a high level of service satisfaction and gives employers an opportunity to provide additional feedback on the workforce system.

Statement of Compliance, Plan Signatures, & Fiscal Agent Designation

We hereby certify that this local plan was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with this plan and the provisions of the Workforce Innovation and Opportunity Act of 2014, its attendant regulations and the applicable state laws and policies. We further certify that the plan was developed by the local workforce development board in partnership with the Chief Elected Officials (CEO), and with the benefit of an open and inclusive plan development process and the required public comment period.

Local Area Name / #	Virginia Career Works Central Region – LWDA VII Central Virginia Workforce Development Board
Local Plan Point of Contact:	Traci Blido Executive Director
Address:	828 Main Street, 12 th Floor Lynchburg, VA 24504-1522
Phone/e-mail:	traci.blido@vcwcentral.com Office: 434-818-7612 Mobile: 434-856-2713

 Nathaniel X. Marshall Typed Name & Signature of WDB Chair	March 1, 2021 Date
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 Treney Tweedy Typed Name & Signature of CEO Consortium Chair	March 1, 2021 Date
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Entity: Central Virginia Planning District Commission

Contact: Gary Christie

Address: 828 Main Street, 12th Floor; Lynchburg, VA 24504

Phone/Email: 434-818-7601 | 434-941-5859 | gary.christie@cvpdc.org

Local Plan Required Attachments

Please provide the links to the documents listed below in the boxes marked “Click here to enter text.” If such links are not available, please include copies of the documents with your submission.

1. Current Chief Elected Official (CEO) Consortium Agreement: https://www.vcwcentralregion.com/wp-content/uploads/Region-2000-Workforce-Development-Area-Council-Agreement_final_01252016.pdf
2. Current CEO-Local WBD Agreement: <https://www.vcwcentralregion.com/wp-content/uploads/WDB-Council-Agreement-With-Signatures.pdf>
3. Current Local WBD organizational chart <https://www.vcwcentralregion.com/wp-content/uploads/LWDA-7-Org-Charg.pdf>
 - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements between the Local WBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination
 - a. <https://www.vcwcentralregion.com/wpcontent/uploads/AP-201-EO-Equal-Opportunity-Provisions-12-17-2.pdf>
 - b. Cooperative agreements as defined in WIOA section 107(d)(11))
 - c. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))
5. Local WDB Policies: provide the link to all policies on the Local WDB website
 - a. <https://www.vcwcentralregion.com/public-documents/>