

APPENDIX D

LOCAL PLAN TEMPLATE

WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL WORKFORCE DEVELOPMENT AREA VII (CENTRAL VIRGINIA)

SUBMITTED BY

CENTRAL VIRGINIA WORKFORCE DEVELOPMENT BOARD

PYs JULY 1, 2024 – JUNE 30, 2028

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How to use this Template

This template presents the all the required topics for the LWDB plan for PYs 2024-2027. 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 LWDB strategic plan or action plan documents 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.

- Prepare Virginia’s workers for current and future career pathways that provide competitive wages.
- Deliver workforce services that support business growth in Virginia’s leading-edge economy.
- Provide outreach and recruitment services that increase awareness and access to Virginia’s workforce development ecosystem.
- Reduce workforce system barriers through dynamic collaboration, coordination, and communication with Virginia Works as the hub-and-spoke model.

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

- Chief elected officials
- 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 for Workforce Development (VBWD) 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 answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Works' 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)]

Virginia's Local Workforce Development Area VII comprises the Lynchburg Metropolitan Statistical Area (MSA), which includes the independent city of Lynchburg and the counties of Amherst, Appomattox, Bedford, and Campbell. The economy of the Lynchburg, VA Metropolitan Statistical Area (MSA) is driven by key sectors such as healthcare, education, manufacturing, and an expanding focus on technology and professional services. According to JobsEQ®, a Labor Market Information (LMI) platform operated by Chmura Economics and Analytics, the Lynchburg MSA's population is 262,124, with a civilian labor force participation rate of 59.3%. The *Regional Workforce Roadmap*, a strategic plan developed in 2023 by the Central Virginia Workforce Development Board and the Lynchburg Regional Business Alliance, outlines key priorities for aligning workforce development efforts with employer needs.

Existing and Emerging In-Demand Industry Sectors

1. **Healthcare and Social Assistance:** Healthcare is the Lynchburg MSA's largest employment sector, employing 17,417 workers. JobsEQ® data projects the sector to grow by 0.6% annually, adding 109 jobs in the next year. The *Regional Workforce Roadmap* identifies critical demand for roles such as Licensed Practical Nurses (LPNs), Certified Nursing Assistants (CNAs), and mental health professionals.
2. **Educational Services:** This sector employs 15,284 workers and has a high location quotient of 1.70, indicating a strong concentration of employment compared to national averages. The presence of five colleges and universities in the region bolsters this sector, as highlighted in JobsEQ® data. However, growth is expected to remain flat over the next year.

3. **Manufacturing:** A cornerstone of the regional economy, manufacturing employs 13,907 workers. While workforce shortages and retirements present challenges, the *Regional Workforce Roadmap* outlines strategies to address these issues, including career pathways focused on production, installation, and maintenance roles.
4. **Professional, Scientific, and Technical Services:** This sector, employing 5,556 workers, offers some of the highest wages in the region, with an average of \$91,225 annually. According to JobsEQ®, it is expected to grow modestly by 0.4% annually, reflecting the increasing significance of technology-oriented industries.

Figure 1.1: Occupation Snapshot for Local Workforce Development Area VII

Lynchburg, VA MSA, 2024Q2¹

NAICS	Industry	Current			5-Year History		1-Year Forecast				
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	17,417	\$61,519	1.05	188	0.2%	1,807	773	924	109	0.6%
61	Educational Services	15,284	\$47,556	1.70	1,088	1.5%	1,419	647	782	-10	-0.1%
31	Manufacturing	13,907	\$75,942	1.57	-968	-1.3%	1,364	515	884	-35	-0.3%
44	Retail Trade	12,959	\$33,072	1.18	-367	-0.6%	1,688	741	1,024	-77	-0.6%
72	Accommodation and Food Services	9,766	\$21,621	1.00	203	0.4%	1,743	738	995	10	0.1%
23	Construction	7,252	\$56,236	1.09	134	0.4%	639	228	391	19	0.3%
54	Professional, Scientific, and Technical Services	5,556	\$91,225	0.68	-70	-0.3%	471	166	281	24	0.4%
81	Other Services (except Public Administration)	5,487	\$32,623	1.16	-451	-1.6%	633	254	368	11	0.2%
56	Administrative and Support and Waste Management and Remediation Services	3,791	\$32,590	0.55	-1,505	-6.5%	432	172	258	2	0.0%
92	Public Administration	3,405	\$55,311	0.65	120	0.7%	309	125	187	-3	-0.1%
42	Wholesale Trade	3,126	\$67,824	0.75	-289	-1.8%	309	116	195	-2	-0.1%
52	Finance and Insurance	2,876	\$87,844	0.65	-187	-1.3%	239	91	146	2	0.1%
48	Transportation and Warehousing	2,821	\$57,521	0.51	-29	-0.2%	304	124	182	-1	0.0%
71	Arts, Entertainment, and Recreation	2,070	\$23,565	0.91	382	4.2%	315	121	183	11	0.5%
53	Real Estate and Rental and Leasing	1,595	\$54,602	0.80	29	0.4%	154	67	85	1	0.1%
55	Management of Companies and Enterprises	1,448	\$87,155	0.83	211	3.2%	128	45	76	6	0.4%
11	Agriculture, Forestry, Fishing and Hunting	1,356	\$18,588	0.99	-108	-1.5%	159	78	87	-7	-0.5%
51	Information	840	\$53,126	0.39	-200	-4.2%	73	27	46	0	0.0%
22	Utilities	480	\$73,776	0.83	40	1.8%	43	16	26	1	0.3%
99	Unclassified	325	\$42,154	1.51	90	6.7%	37	15	21	0	0.1%
21	Mining, Quarrying, and Oil and Gas Extraction	54	\$59,030	0.13	26	14.0%	5	2	3	0	0.5%
Total - All Industries		111,813	\$52,824	1.00	-1,662	-0.3%	12,190	4,989	7,133	69	0.1%

Employment Needs of Key Sectors

The *Regional Workforce Roadmap* emphasizes the critical need for trained professionals in healthcare, including bedside care providers and mental health practitioners, to meet growing demands. Similarly, the manufacturing sector requires a skilled workforce for production and maintenance roles to sustain operations and address anticipated retirements.

Emerging sectors such as professional and technical services demand an influx of talent in areas such as software development, data analysis, and engineering. According to JobsEQ®, these occupations align with the region’s economic goals for diversification and growth.

Challenges and Opportunities

The Lynchburg MSA’s unemployment rate stands at 3.4% as of October 2024, lower than the national average of 3.9%, according to Bureau of Labor Statistics data compiled by JobsEQ®. However, regional challenges, including limited transportation options, childcare shortages, and an aging workforce, constrain broader workforce participation. The *Regional Workforce Roadmap* outlines strategies to address these barriers through improved career pathways, employer partnerships, and expanded access to workforce resources.

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.

Virginia’s Local Workforce Development Area VII (LWDA VII) features a diverse and evolving economy anchored by key sectors such as healthcare, manufacturing, educational services, and professional and technical services. Healthcare is the largest employment sector, driven by an aging population and increasing demand for bedside and mental health care. Manufacturing remains a cornerstone of the regional economy, despite challenges such as workforce shortages and retirements, while the educational sector benefits from the presence of five colleges and universities. The unemployment rate of 3.6% is slightly below the national average, and the region continues to experience modest job growth, particularly in healthcare and professional services. However, the average annual wage of \$51,971 remains below the national average of \$70,857, reflecting opportunities for wage growth and economic expansion. Challenges such as transportation barriers, childcare shortages, and workforce aging persist, prompting regional initiatives to enhance career pathways, workforce access, and training alignment with industry needs.

Knowledge and Skills for In-Demand Sectors

1. Healthcare and Social Assistance

Employers in healthcare demand foundational knowledge in patient care, medical

terminology, and interpersonal communication, alongside technical certifications. Specific skills include:

- **Certified Nursing Assistants (CNAs):** Proficiency in basic patient care, hygiene assistance, and vital sign monitoring. Certification through approved CNA training programs is essential.
- **Licensed Practical Nurses (LPNs):** Practical nursing skills, including medication administration and health assessments, with licensure required.
- **Mental Health Professionals:** Expertise in counseling, crisis intervention, and behavioral therapy, often requiring advanced degrees or licensure.

2. Manufacturing

The manufacturing sector requires technical and mechanical skills to support production and maintenance operations. In particular:

- **Production Workers:** Knowledge of operating machinery, quality control techniques, and assembly processes. Certifications such as OSHA compliance and lean manufacturing are valuable.
- **Maintenance Technicians:** Skills in troubleshooting mechanical systems, electrical repair, and predictive maintenance, often requiring credentials such as a mechatronics certification.

3. Educational Services

This sector prioritizes advanced knowledge in pedagogy and curriculum development. Key competencies include:

- **K-12 Educators:** Certification in teaching, mastery of subject content, and skills in classroom management.
- **Postsecondary Faculty:** Expertise in academic disciplines, research, and instructional technologies.

4. Professional, Scientific, and Technical Services

Employers in this sector seek highly specialized skills in analytical reasoning, problem-solving, and technological expertise. In-demand roles include:

- **Software Developers:** Coding proficiency in languages such as Python and Java, and knowledge of cloud computing platforms. Bachelor's degrees in computer science or equivalent experience are often required.
- **Data Analysts:** Strong capabilities in statistical analysis, data visualization, and the use of tools like SQL and Tableau.

Employment Requirements and Strategies

The region’s employers emphasize the need for industry-recognized certifications, licensure, and relevant work experience to meet employment requirements. According to the *Regional Workforce Roadmap*, creating stackable credential pathways that align with high-demand occupations is a key strategy to address these needs. For example, the roadmap highlights the importance of dual-enrollment programs and partnerships with local educational institutions to provide students with early exposure to critical skills and career opportunities.

Challenges and Opportunities

While workforce participation is robust, challenges such as transportation barriers, lack of affordable childcare, and gaps in access to credentialing programs persist. The *Regional Workforce Roadmap* calls for targeted investments in workforce development initiatives, including apprenticeship programs, work-based learning, and wraparound support services, to enhance regional talent pipelines.

By fostering collaboration between employers, educational institutions, and workforce agencies, the Lynchburg region is poised to equip its workforce with the knowledge and skills necessary to meet the evolving demands of its key industries.

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)]

Labor Force Employment and Unemployment

As of September 2024, the Lynchburg MSA has a civilian labor force of 128,313, with an employment rate of 96.4% and an unemployment rate of 3.6%. This regional unemployment rate is slightly lower than the national average of 3.9%, indicating a relatively healthy labor market. Employment has grown modestly, with total employment reaching 111,589 workers in 2024 Q1, reflecting a 0.4% increase year-over-year.

Labor Market Trends

The region’s economy is anchored by major sectors such as healthcare, manufacturing, educational services, and professional services. Healthcare leads in job growth, with a projected 0.6% annual increase, driven by rising demand for bedside care professionals and mental health practitioners. Conversely, manufacturing, while critical, faces challenges due to workforce shortages and an aging labor pool. With large-scale economic development announcements by Framatome, Inc. and BWX Technologies — within the nuclear manufacturing industry — the region is increasingly focused on career awareness and alignment strategies for students, parents, and educators to understand the career pathways and benefits of these major sectors.

Emerging trends include:

- Increased demand for technical skills in bedside care, advanced manufacturing, and IT/Cybersecurity fields.
- Workforce aging in traditional industries like manufacturing, requiring strategic succession planning.
- Slow but positive wage growth, with the region's average annual wages increasing by 3.3% to \$51,971 in 2024 Q1, though remaining below the national average of \$70,857. It's worth noting that the retail and food service industries are growing at a faster rate than higher-paying sectors like manufacturing, which has contributed to keeping the region's average wages lower than they could be with stronger growth in the manufacturing sector

Educational and Skill Levels

Among individuals aged 25 to 64 in the Lynchburg region, 31.4% hold a bachelor's degree or higher, compared to 35.8% nationally. Approximately 9.3% have earned an associate degree, while 21.6% have completed some college education without a degree.

Key educational attainment insights include:

- **Skilled Trades:** A significant portion of the workforce possesses certifications in manufacturing and maintenance-related fields.
- **Advanced Degrees:** Healthcare and educational services employ a large share of workers with postgraduate credentials.

Barriers to Employment

The region faces several workforce participation challenges:

Individuals with Disabilities: Around 11.3% of residents aged 18–64 have a disability, with only 40.7% participating in the labor force.

Low-Income Workers: Poverty affects 12.2% of the population, limiting access to education, transportation, and childcare.

Transportation and Childcare: Stakeholders in the *Regional Workforce Roadmap* identified these as critical barriers to workforce participation, particularly for residents in rural areas.

Justice-Involved Individuals: Formerly incarcerated residents encounter challenges in securing stable employment despite existing re-entry programs.

Addressing Barriers

Strategies outlined in the *Regional Workforce Roadmap* include:

- **Expanding Career Pathways:** These initiatives align education and training with industry needs, emphasizing certifications and stackable credentials.
- **Enhancing Support Services:** Wraparound services, including transportation assistance and affordable childcare, aim to lower employment barriers.

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)]

Workforce Collaboration and Sector Strategies

The Central Virginia Workforce Development Board (CVWDB) facilitates collaboration among regional stakeholders through its **Business Services Team**, which meets monthly. Comprised of representatives from WIOA program partner organizations and economic developers, the team engages with local school systems, colleges, universities, and employers to address sector-specific workforce strategies and career pathway development. These meetings foster information-sharing, resource alignment, and coordination of talent development and job placement efforts.

Education and Training Programs

Regional Career and Technical Education (CTE) Academy: Launched in 2021 by Central Virginia Community College (CVCC) in partnership with area school systems and the regional Central Virginia Planning District Commission, the Regional CTE Academy prepares both high school and adult learners for high-demand technical occupations. The academy supports dual-enrollment opportunities, allowing high school students to pursue advanced training while earning college credit. Adult learners can also access training in areas such as manufacturing, healthcare, and mechatronics, aligned with the Virginia Community College System’s G3 initiative, which provides tuition assistance for students in high-demand fields.

STEM Initiatives:

- **Central Virginia Governor’s School for Science and Technology:** Recognized as a model for fostering talent in mathematics, science, and technology, the Governor’s School equips students with the skills needed to pursue advanced research and STEM careers.
- **XLR8 STEM Academy:** A partnership involving CVWDB, local schools, and businesses such as Framatome, BWXT, and Centra, this academy emphasizes STEM education with a focus on technical careers like engineering, machining, quality control, and biotechnology/health science. Housed at CVCC, the program provides dual-enrollment credits and practical exposure to real-world applications.

Private and Post-Secondary Education: Public and private secondary schools in LWDA 7 offer diverse educational curricula, including classical and faith-based options.

Additionally, area colleges and universities, such as Liberty University, University of Lynchburg, Sweet Briar College, Randolph College, and Virginia University of Lynchburg, enroll approximately 25,000 students annually on campus and contribute to a steady pipeline of skilled graduates. Liberty University, in particular, supports workforce needs with its expansive online program, serving over 80,000 students worldwide, and its on-campus School of Engineering and College of Osteopathic Medicine.

Trades and Technical Training:

- Institutions like Virginia Technical Institute (VTI) and CVCC offer hands-on training in trades such as electrical, plumbing, welding, and carpentry, as well as high-demand fields like healthcare, manufacturing, and industrial maintenance. These programs combine classroom instruction with practical skills development, ensuring alignment with regional employer needs.

Employer Partnerships and Work-Based Learning

The region emphasizes employer engagement through partnerships that ensure education and training programs meet current labor market demands. For example:

- **Work-Based Learning Programs:** Collaborations with organizations like Beacon of Hope and local school systems offer internships, apprenticeships, and summer learning opportunities in industries such as healthcare and advanced manufacturing.
- **Dual-Enrollment Programs:** These enable high school students to gain early exposure to technical and professional careers, preparing them for immediate workforce entry or further education.

Supporting Underserved Populations

The region prioritizes equitable access to workforce development resources for underserved groups, including individuals with disabilities, veterans, and justice-involved individuals. Wraparound services, such as transportation assistance, childcare, and career counseling, are integral to these efforts, helping to reduce barriers to workforce participation.

Gaps and Opportunities

Despite its strengths, the region faces challenges in scaling workforce initiatives to rural areas and expanding capacity for high-demand training programs. Addressing these gaps will require:

- Greater investment in career navigators and dual-enrollment opportunities.
- Expansion of sector-specific training, particularly in manufacturing and healthcare.
- Enhanced support services to address systemic barriers.

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 Central Virginia Workforce Development Board (CVWDB) conducted a comprehensive SWOT analysis on October 8, 2024, following a quarterly board meeting at the Lynchburg Regional Business Alliance. Chief Local Elected Officials (CLEOs), board members, and leaders from mandated One-Stop System partner organizations participated. Those unable to attend were engaged in one-on-one discussions, and their insights were incorporated into the analysis. The session, led by Executive Director Traci Blido, focused on evaluating workforce development activities and their alignment with the *Regional Workforce Roadmap*, which outlines strategic goals for addressing regional workforce needs.

Strengths

Participants highlighted several strengths of the region's workforce development activities:

- **Collaborative Partnerships:** A local economic developer emphasized that regional collaboration is more advanced in the Lynchburg region than in other areas of the state. Strong partnerships between workforce agencies, educational institutions, and businesses enhance the region's ability to meet employer needs.
- **Manufacturing and Healthcare Presence:** The manufacturing sector is robust, with many machine shops and conveyor companies offering high-quality jobs. In healthcare, a chief nursing officer noted an influx of new staff, signaling positive progress.
- **Educational Assets:** The region boasts six post-secondary institutions, including Central Virginia Community College (CVCC), Liberty University, and the University of Lynchburg, which collectively contribute to talent development.
- **Work-Based Learning Initiatives:** Growth in internships, registered apprenticeships, and career pathways programs was highlighted as a key strength.

Weaknesses

The SWOT analysis identified several challenges:

- **Funding Limitations:** Funding cuts to WIOA programs and restrictive mandates were noted as significant obstacles to flexibility and responsiveness to immediate workforce needs.
- **Awareness Gaps:** Despite outreach efforts, many individuals remain unaware of available workforce resources. Branding confusion between Virginia Works and Virginia Career Works adds to the challenge.
- **Barriers to Access:** Childcare for non-standard shifts and transportation in rural areas continue to limit workforce participation. Additionally, there is insufficient availability of work opportunities in rural localities.
- **Healthcare Workforce Shortages:** A persistent need for phlebotomists and nursing support staff was noted as a weakness.

Opportunities

Participants identified several opportunities to strengthen workforce development:

- **CTE Expansion:** Expanding CVCC's CTE Academy and promoting career pathways to students of all ages were key suggestions.

- **Work-Based Learning:** Increasing internship and work-based learning opportunities for youth and young adults could better align workforce preparation with employer needs. A proposed mobile career center could enhance outreach in underserved areas.
- **Employer Retention Strategies:** The board suggested initiatives to assist employers in retaining their workforce and engaging retirees as mentors for low-income job seekers.
- **Awareness Campaigns:** Increasing awareness of Virginia Career Works among parents, students, and displaced workers was highlighted as a critical focus.

Threats

The SWOT analysis also revealed potential threats to workforce development efforts:

- **Systemic Challenges:** Government red tape and burdensome processes hinder agility in workforce program implementation.
- **Substance Abuse:** The prevalence of drug abuse, including fentanyl-laced substances, poses a significant barrier to workforce participation.
- **Employer Practices:** Resistance from some employers to upskill or train their employees and challenges in attracting and retaining younger workers due to wage expectations were identified as ongoing threats.
- **Persistent Barriers:** Childcare and transportation deficiencies remain persistent obstacles, particularly in rural areas.

Capacity to Provide Services

The region's workforce development activities demonstrate strong foundational capacity through robust partnerships, innovative programs like the CTE Academy, and alignment with the *Regional Workforce Roadmap*. However, addressing identified weaknesses—such as funding constraints, awareness gaps, and access barriers—will require increased investment, strategic outreach, and policy advocacy. Expanding existing programs, fostering employer engagement, and leveraging data-driven solutions will further enhance the region's ability to meet both workforce and employer needs effectively.

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

[WIOA Sec. 108(b)(9)]

The Central Virginia Workforce Development Board (CVWDB) oversees comprehensive youth workforce investment activities to address the diverse needs of in-school youth (ISY) and out-of-school youth (OSY), including those with disabilities. These efforts align with the requirements of the Workforce Innovation and Opportunity Act (WIOA) and prioritize equitable service delivery, access to the 14 required WIOA youth program elements, and innovative strategies to recruit, engage, and retain youth participants.

Local Strategy for Comprehensive Youth Services

The CVWDB contracts with HumanKind as the WIOA Title I youth program operator for Local Workforce Development Area VII (LWDA 7). HumanKind provides a robust framework to ensure youth have access to comprehensive services tailored to their individual needs. Key components include:

- **Career Navigation:** Each youth participant collaborates with a Career Navigator to develop an Individual Service Strategy (ISS), identifying goals, barriers, and pathways to success.
- **14 Program Elements:** All required WIOA program elements, including work experience, leadership development, tutoring, mentoring, and supportive services, are incorporated into service delivery strategies to support skill development and career readiness.
- **Youth with Disabilities:** Partnerships with DARS, autism specialists, and other disability-focused organizations ensure inclusive service delivery.

Selection of Youth Service Providers

Following WIOA Section 123 and federal regulations, the CVWDB issued an RFP to identify qualified youth service providers. HumanKind was selected through a rigorous review process involving board members and stakeholders. HumanKind's service delivery strategy aligns with WIOA requirements, ensuring comprehensive, flexible, and inclusive programming.

Strategies to Ensure Comprehensive Services

- **Equitable Service Delivery:** Career Navigators assess youth eligibility and needs to ensure access to program elements. Virtual options and transportation assistance are available to overcome barriers.
- **Outreach and Awareness:** The CVWDB collaborates with school systems, nonprofits, and agencies like DARS and Job Corps to promote youth services. A mobile career center and social media campaigns increase accessibility.
- **Retention Efforts:** Career Navigators employ SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives to engage youth and foster long-term participation.

Recruitment and Retention of Out-of-School Youth

The CVWDB has implemented several innovative strategies to recruit and retain OSY:

- **Focus Groups:** Feedback from OSY participants informs marketing and recruitment strategies, such as leveraging YouTube, billboards, and grocery store advertising to share success stories.
- **Community Partnerships:** Collaboration with organizations like Departments of Social Services, Probation and Parole, and homeless response agencies provides touchpoints to engage OSY.
- **Social Media and Peer Outreach:** Platforms like Facebook, Instagram, LinkedIn, and X/Twitter are leveraged to share program highlights and encourage referrals.

Coordination with Youth Services and Agencies

The CVWDB collaborates with Job Corps (Old Dominion), local school systems, community colleges, and nonprofits to expand service availability. Co-enrollment opportunities and shared resources enhance program accessibility and alignment with regional workforce needs. The Board participates in an In-School Youth MOU with Campbell County and Bedford County school systems, to cover the time for a career navigator to spend a number of hours each week to meet with at-risk students to assess career goals, assist with resume writing, and determine WIOA eligibility. The remaining high schools refer students as needed for similar needs.

Policy on Youth Not Meeting Income Eligibility

CVWDB policy *YC 17-01 Youth Eligibility and Additional Assistance* ensures youth who do not meet income eligibility guidelines receive appropriate referrals and supportive services through partner agencies. The board's youth eligibility policy promotes access for youth facing barriers to employment.

Compliance with Child Labor and Safety Regulations

Through program policy *PP 105*, the CVWDB ensures adherence to all child labor laws through guidance provided in a worksite handbook, developed by the program operator HumanKind. Career Navigators are trained to address regulatory compliance and provide a safe environment for youth participants.

Pay-for-Performance Policy

The CVWDB does not currently utilize a pay-for-performance policy in youth programming.

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

[WIOA Sec. 108(b)(7)]

The Central Virginia Workforce Development Board (CVWDB) offers a comprehensive range of employment and training activities for adults and dislocated workers, delivered through partnerships with key stakeholders and the program operator, HumanKind. Services are designed to address the unique needs of participants and include:

Basic Career Services: These foundational services are available to all job seekers and include career counseling, labor market information, eligibility determination, and assistance with job search and placement. Career Navigators provide guidance tailored to individual career goals, ensuring equitable access across the region.

Individualized Career Services: For those needing additional support, individualized services are available. These include in-depth skills assessments, development of Individual Employment Plans (IEPs), job readiness training, and connections to supportive services, including regular check-ins and communication from career navigators to provide guidance and support. Personalized strategies ensure participants can overcome barriers to employment.

Follow-Up Services: Post-employment services, such as retention counseling and access to additional training opportunities, are provided for up to 12 months to ensure long-term success.

Service delivery is enhanced through partnerships with community organizations, including food banks, libraries, departments of social services, and community centers. For individuals facing significant barriers to accessing these services, outreach includes home visits and virtual access points such as libraries, particularly beneficial in rural and underserved areas.

Definition of Self-Sufficiency

The CVWDB defines self-sufficiency for employed individuals seeking intensive or training services as earning wages equivalent to at least 100% of the Lower Living Standard Income Level (LLSIL) for the region. For dislocated workers, self-sufficiency may be defined as a percentage of the individual's layoff wage. This ensures that participants receiving services are supported in securing employment that meets or exceeds sustainable income thresholds.

Definition of Hard-to-Serve Populations

In alignment with WIOA guidance, the CVWDB prioritizes services for individuals facing significant barriers to employment. Hard-to-serve populations include:

- Recipients of public assistance.
- Homeless individuals.
- Former foster children.
- Veterans and justice-involved individuals.
- Individuals with disabilities.
- Workers impacted by layoffs.
- Customers with basic skills deficiencies.

The CVWDB employs targeted outreach and engagement strategies through partnerships with local agencies and non-profits such as the Blue Ridge Reentry Council, Central Virginia Continuum

of Care (CoC), and Lynchburg Community Action Group (LynCAG), to support these populations.

Capacity to Address Barriers

The CVWDB leverages innovative programs and partnerships to address barriers to employment effectively:

- **Bridges Out of Poverty:** Workforce board and One-Stop Center staff are trained in trauma-informed care and the poverty framework, equipping them to better understand and assist participants from economically disadvantaged backgrounds.
- **Getting Ahead Curriculum:** This program, offered through community sites in partnership with locality departments of social services, helps individuals develop life skills, set goals, and build a foundation for economic independence.
- **Community Access Points:** In partnership with libraries, schools, and community organizations, the CVWDB has established locations where individuals can meet WIOA staff, eliminating transportation barriers. Virtual services, enhanced during the COVID-19 pandemic, further expand accessibility.

Coordination and Engagement

The Central Virginia Workforce Development Board (CVWDB) coordinates workforce development efforts through a seamless, customer-focused delivery system that integrates services across community partners, employers, and educational institutions. The Virginia Career Works (VCW) Lynchburg Center serves as the region's primary hub, offering comprehensive career services to job seekers and businesses. Coordination is guided by the Memorandum of Understanding (MOU), which outlines partner roles, resource sharing, and service integration.

Key coordination efforts include:

Collaborative Partnerships: The VCW Lynchburg Center integrates services from partners such as HumanKind, the Virginia Department for Aging and Rehabilitative Services (DARS), and local departments of social services. These partnerships ensure that workforce services, including training, career counseling, and supportive services, are accessible to all eligible participants. Regular meetings among partners foster a culture of collaboration, ensuring alignment with the CVWDB's strategic vision and goals.

Integrated Service Delivery: The VCW Lynchburg Center provides a unified point of access for services such as job placement, skills assessments, and training referrals. The system minimizes duplication of efforts and improves customer experience by offering co-located and virtual services. Career Navigators coordinate with community agencies to provide targeted support to individuals with significant barriers, including justice-involved individuals, those with disabilities, and public assistance recipients.

Outreach and Accessibility: The CVWDB employs an inclusive outreach strategy to engage underserved populations. This includes leveraging mobile access points, virtual tools, and physical locations to reach rural and disadvantaged communities. Enhanced outreach includes strategic use of social media, community events, and partnerships with libraries, schools, and nonprofits to raise awareness of available services.

Resource and Data Sharing: Partners collaborate through shared case management systems and data-sharing protocols to track outcomes and improve service delivery. This approach ensures that customer information is accessible while maintaining confidentiality and compliance with applicable privacy laws. Infrastructure and resource-sharing agreements between partners optimize funding and service delivery, ensuring equitable distribution of costs and resources.

Capacity Building: Cross-training of partner staff enhances the workforce system's capacity to deliver integrated services. Training includes topics such as trauma-informed care, poverty frameworks, and technical support for virtual service delivery.

Through these coordinated efforts, the CVWDB ensures an efficient and responsive workforce development system that meets the needs of employers and job seekers alike, aligning resources and strategies to achieve regional economic and employment goals.

Section 2: Strategic Vision and Goals

Please 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 Central Virginia Workforce Development Board (CVWDB) is committed to preparing an educated and skilled workforce that meets the needs of regional employers while fostering economic growth and self-sufficiency for job seekers. The board's strategic vision aligns with the primary indicators of performance outlined under the Workforce Innovation and Opportunity Act (WIOA), focusing on employment outcomes, credential attainment, measurable skill gains, and the effectiveness of services for employers.

Strategic Vision

The CVWDB envisions a workforce system that equips youth, adults, and individuals with barriers to employment with the skills and support necessary to succeed in a dynamic labor market. This vision is guided by the goals outlined in the *Regional Workforce Roadmap*, which emphasize collaboration and innovation to address the unique challenges and opportunities within the Central Virginia region.

Goals to Support Regional Economic Growth

1. Develop a Qualified Workforce Aligned with Employer Needs

- a. Expand career pathways in high-demand sectors such as healthcare, manufacturing, and information technology.
- b. Strengthen partnerships with employers to ensure training programs reflect current and future labor market demands.
- c. Enhance work-based learning opportunities, including internships, apprenticeships, and on-the-job training, to connect job seekers with real-world experience and career advancement opportunities.

2. Support Economic Self-Sufficiency

- a. Prioritize employment in family-sustaining jobs by aligning services with the Lower Living Standard Income Level (LLSIL) for self-sufficiency.
- b. Provide comprehensive supportive services, such as childcare, transportation assistance, and financial literacy education, to address barriers to sustained employment.

3. Promote Access and Opportunity in Workforce Development

- a. Ensure equitable access to services for underserved populations, including individuals with disabilities, veterans, and justice-involved individuals.
- b. Strengthen outreach and engagement with rural and disadvantaged communities through mobile access points and virtual service delivery.

4. Prepare Youth for Career Success

- a. Expand the reach of youth workforce activities through the integration of the 14 required WIOA youth program elements, focusing on work experience, leadership development, and career exploration.
- b. Collaborate with local educational institutions, such as Central Virginia Community College (CVCC) and area high schools, to promote dual-enrollment programs, STEM education, and career readiness initiatives.

Alignment with WIOA Performance Accountability Measures

The CVWDB's goals are directly tied to the WIOA primary indicators of performance:

1. **Employment Rate (Q2 and Q4 Post-Exit):** Programs prioritize job placement and retention strategies, such as individualized career planning and follow-up services, to ensure participants achieve stable employment.
2. **Credential Attainment:** Training programs are aligned with industry standards, enabling participants to earn recognized credentials that enhance their employability in high-demand occupations.
3. **Measurable Skill Gains:** Career Navigators monitor progress toward skill development milestones through the use of Individual Employment Plans (IEPs) and Individual Service Strategies (ISS).
4. **Earnings After Employment:** Programs emphasize placement in high-wage occupations to promote long-term economic self-sufficiency.
5. **Effectiveness in Serving Employers:** The board engages with regional employers through coordinated initiatives such as the Business Services Team to ensure training programs meet workforce needs and address skills gaps.

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: virginiaworks.gov). [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) aligns its strategic vision and goals with the Virginia Combined State Plan (2024–2027) by implementing targeted workforce initiatives that address regional needs while adhering to state-level priorities. The CVWDB's approach focuses on fostering a skilled and inclusive workforce that contributes to economic growth and supports individuals with barriers to employment.

Aligning with the Statewide Vision

The Virginia Combined State Plan emphasizes a hub-and-spoke model for workforce development, integrating services across local boards, state agencies, and partner programs to create a unified and effective system. The CVWDB aligns with this vision by coordinating closely with regional partners to deliver seamless, customer-centered workforce solutions.

Strategies and Goals Integration

1. Preparing Workers for Career Pathways

- The CVWDB prioritizes career pathways that align with high-demand sectors such as healthcare, advanced manufacturing, and information technology. Programs like registered apprenticeships and dual-enrollment partnerships with Central Virginia

Community College (CVCC) ensure that individuals gain industry-relevant credentials and experience.

- Customized training programs developed with local businesses reflect the Virginia Combined State Plan's commitment to career-focused learning and workforce readiness.

2. Supporting Business Growth

- Through its Business Services Team, the CVWDB works with regional employers to design sector strategies and address skill gaps in key industries. This aligns with state-level efforts to strengthen employer engagement and develop responsive workforce services.
- Collaborative initiatives with economic development agencies and chambers of commerce enhance the board's capacity to anticipate industry needs and support local business growth.

3. Expanding Access and Reducing Barriers

- To meet the Virginia Combined State Plan's Opportunity goals, the CVWDB employs outreach strategies to engage underrepresented populations, including rural residents, veterans, and individuals with disabilities. Services like virtual career counseling and mobile access points increase accessibility.
- Supportive services, including childcare and transportation assistance, help remove barriers to participation, aligning with the state's priority to reduce workforce system barriers.

4. Data-Driven Decision Making

- The CVWDB uses labor market data from tools like JobsEQ® to guide program development and evaluate effectiveness. This aligns with the state's emphasis on data-driven strategies to optimize service delivery and track outcomes.

5. Fostering Partnerships

- Collaboration with entities such as the Department for Aging and Rehabilitative Services (DARS), public schools, and non-profits ensures that resources are leveraged effectively. These partnerships support the state's goals for integrated service delivery and collective impact.

Adhering to Performance Accountability

The CVWDB's initiatives are designed to meet WIOA performance indicators:

- **Employment Outcomes:** Emphasis on job placement and retention strategies supports the state's objectives for workforce participation.
- **Credential Attainment:** Industry-recognized training programs ensure alignment with employer needs.
- **Earnings Growth:** Placement in high-wage sectors addresses economic self-sufficiency goals.

By aligning its vision and goals with the strategies outlined in the Virginia Combined State Plan, the CVWDB ensures that its initiatives contribute to a cohesive, innovative, and equitable workforce

development system. This approach not only meets the needs of local stakeholders but also strengthens the state’s overall capacity to support economic growth and workforce readiness.

2.3 Taking into account the analyses described in 1.1 through 2.2, describe a strategy to work with the entities that carry out the core programs to align resources available to the local area to achieve the local board’s strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

To effectively achieve the Central Virginia Workforce Development Board’s (CVWDB) strategic vision of developing a highly skilled and inclusive workforce, a collaborative and resource-aligned approach is critical. This strategy focuses on leveraging partnerships with core program entities to deliver integrated and comprehensive workforce development services. Key components include coordination of funding, resource sharing, and service alignment, all designed to meet the performance measures of the Workforce Innovation and Opportunity Act (WIOA) and foster regional economic growth. The Board also regularly meets with eligible training providers to ensure that curriculum and training is meeting the needs of employers and job seekers. Staff members regularly serve on advising committees at the community college, and the college staff serves on the board’s committees, too.

Strengthening Partnerships with Core Programs

The CVWDB works closely with the entities administering WIOA core programs, including Adult Education and Literacy (Title II), Employment Services (Wagner-Peyser Act), Vocational Rehabilitation (Title IV), and WIOA Title I Adult, Dislocated Worker, and Youth Programs. This collaboration ensures seamless service delivery by:

- Co-locating services at the Virginia Career Works (VCW) Lynchburg Center, enabling job seekers to access multiple programs under one roof.
- Co-enrollment strategies that allow participants to benefit from complementary services, such as skills training and supportive services, offered by different programs.
- Data sharing agreements that facilitate coordinated case management and track participant outcomes while maintaining confidentiality.

Aligning Resources with Strategic Goals

The CVWDB aligns funding and resources across programs to maximize impact and efficiency:

1. **Integrated Service Delivery:** Core program partners pool resources to fund shared infrastructure and staffing, enabling comprehensive service offerings such as career counseling, job placement assistance, and customized training.
2. **Supportive Services:** Resources from various programs are leveraged to provide wraparound support, including childcare, transportation, and digital literacy training, addressing key barriers identified in the workforce analysis.
3. **Sector-Focused Initiatives:** Funding is directed toward high-demand sectors such as healthcare, manufacturing, and information technology through career pathway programs, apprenticeships, and work-based learning opportunities.

Enhancing Access and Opportunity

To meet the needs of individuals with barriers to employment, the CVWDB implements strategies that enhance accessibility and Opportunity:

- **Mobile Outreach:** Expanding service through access points at local libraries and virtual platforms to reach rural and underserved populations. Partnerships and MOUs with high schools exist to connect in-school youth with a career navigator for career exploration and relationship building, prior to them graduating or dropping out of school.
- **Targeted Recruitment:** Collaborating with community organizations to engage veterans, individuals with disabilities, and justice-involved individuals.
- **Customized Support:** Tailoring services to meet the unique needs of different demographic groups, such as youth, older workers, and individuals from economically disadvantaged backgrounds.

Performance Accountability and Continuous Improvement

The CVWDB's strategy is aligned with WIOA's primary indicators of performance, ensuring accountability and continuous improvement:

1. **Employment and Retention:** Programs are designed to increase employment rates at the second and fourth quarters after exit, with a focus on retention through follow-up services and on-the-job training.
2. **Credential Attainment and Skill Gains:** Training initiatives emphasize the attainment of industry-recognized credentials and measurable skill gains, supporting participants' long-term career advancement.
3. **Employer Engagement:** Collaboration with employers ensures that training programs address current and future workforce needs, aligning with the state's economic priorities.

Leveraging Technology and Innovation

The CVWDB uses technology to enhance service delivery and align resources:

- **Integrated Case Management Systems:** Core partners share data through a unified system, the Virginia Workforce Connection (VaWC), ensuring efficient service coordination.
- **Virtual Services:** Expanded access to remote services, including virtual workshops, online job fairs, and digital skills training, helps bridge gaps for individuals unable to visit physical locations.

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).

The Central Virginia Workforce Development Board (CVWDB) collaborated with the Lynchburg Regional Business Alliance in 2023 to develop the *Regional Workforce Roadmap*, a strategic plan to leverage public and private resources and support sector strategies, career pathways, and career readiness skills development. This plan integrates a regional vision for workforce development with protocols for addressing industry needs, strategies for incumbent and underemployed workers, and a commitment to sustainable funding.

Regional Vision for Workforce Development

The Central Virginia Workforce Development Board (CVWDB) envisions a thriving regional economy supported by a dynamic and inclusive workforce system that equips individuals with the skills, knowledge, and opportunities needed to excel in the 21st-century labor market. This vision reflects our commitment to creating a seamless, collaborative framework that connects education, training, and employment services, aligning them with the needs of employers and the aspirations of job seekers.

Key Components of the Regional Vision

1. Building a Future-Ready Workforce

The CVWDB is dedicated to preparing individuals for high-demand careers in sectors critical to the regional economy, including advanced manufacturing, healthcare, information technology, and skilled trades. By fostering partnerships with local educational institutions, employers, and community organizations, we aim to create career pathways that lead to family-sustaining wages and long-term career growth.

Example: Partnerships with training providers like Central Virginia Community College (CVCC) and regional employers help bridge skill gaps by offering dual-enrollment programs and customized training for high-growth industries.

2. Equitable Opportunity

The CVWDB prioritizes opportunity by ensuring all individuals, regardless of background, have access to workforce services and opportunities. Special attention is given to populations facing significant barriers to employment, including veterans, individuals with disabilities, justice-involved individuals, and those from economically disadvantaged communities.

Example: Remote access points and virtual service delivery models extend workforce services to rural and underserved areas, while supportive services like childcare and transportation assistance address systemic barriers.

3. Employer-Driven Workforce Strategies

Recognizing that businesses are key drivers of economic growth, the CVWDB collaborates closely with employers to ensure workforce development initiatives align with current and future labor market needs. Through employer advisory councils, sector strategies, and real-time labor market analysis, we proactively design programs that address skill shortages and support talent development.

Example: The CVWDB's Business Services Team regularly consults with industry leaders to develop customized training programs and expand apprenticeship opportunities.

4. Focus on Lifelong Learning and Career Progression

Workforce development in Central Virginia is not limited to entry-level roles; it encompasses the full spectrum of career growth. By promoting lifelong learning and continuous skill development, the CVWDB ensures that workers can adapt to technological advancements and evolving industry requirements.

Example: Programs like Incumbent Worker Training and Registered Apprenticeships help current employees acquire advanced skills, retain their jobs, and contribute more effectively to their organizations.

5. Integration of Technology and Innovation

The CVWDB integrates cutting-edge technologies and innovative solutions to enhance service delivery and expand access to workforce resources. Digital platforms, virtual workshops, and online training programs provide flexibility and convenience for job seekers and employers.

Example: Video resources developed by the CVWDB offer guidance for career exploration, education, and training for high-demand careers in the region.

6. Commitment to Regional Collaboration

A strong workforce system is built on collaboration. The CVWDB partners with local governments, chambers of commerce, educational institutions, and community organizations to align efforts and pool resources. This collective impact approach ensures that workforce initiatives are comprehensive, sustainable, and impactful.

Example: The annual Worlds of Opportunity Career Expo, hosted in collaboration with the Lynchburg Regional Business Alliance, brings together thousands of students, employers, and educators to showcase career pathways and spark interest in high-demand fields.

7. Data-Driven Decision-Making

The CVWDB uses data analytics and performance metrics to guide workforce strategies, measure outcomes, and refine programs. This evidence-based approach ensures that resources are allocated effectively and programs remain responsive to the needs of the region.

Example: Labor market data from sources like JobsEQ® informs the design of training initiatives, ensuring alignment with the fastest-growing sectors in the region.

Goals of the Regional Vision

- **Economic Growth:** Strengthen the regional economy by cultivating a pipeline of talent that meets the needs of existing employers and attracts new businesses.
- **Workforce Resilience:** Prepare residents for the future of work through innovative training programs and adaptability-focused initiatives.
- **Community Prosperity:** Foster economic self-sufficiency and upward mobility for all individuals, creating a thriving community that benefits every resident. Meet the needs of businesses by building quality apprenticeships, internships, and work experiences or On-the-Job Training.

By implementing this vision, the CVWDB seeks to create a workforce system that is not only a model for regional collaboration but also a catalyst for individual and community success. Through strategic planning, innovative solutions, and steadfast commitment to generating opportunity for every person and business, we aim to transform Central Virginia into a hub of prosperity and resilience.

Protocols for Anticipating Industry Needs

The Central Virginia Workforce Development Board (CVWDB) employs a proactive and data-driven approach to anticipate and respond to the evolving needs of industries in the region. By leveraging partnerships, labor market intelligence, and continuous engagement with employers, the CVWDB ensures that workforce programs and initiatives are aligned with the demands of the regional economy.

Key Protocols for Anticipating Industry Needs

- **Labor Market Analysis**

The CVWDB regularly analyzes labor market data from sources such as the Virginia Department of Workforce Development and Advancement (Virginia Works), JobsEQ®, Virginia Office of Education Economics (VOEE), and local economic development reports to identify trends, skill gaps, and emerging job opportunities. This analysis informs program development and resource allocation to meet the needs of high-demand sectors, including healthcare, advanced manufacturing, and information technology.

- **Employer Engagement**

The board collaborates closely with regional employers through advisory councils, business roundtables, local board committees, and individual consultations to gather real-time insights into workforce challenges. This feedback shapes workforce strategies and ensures that training programs align with employer expectations.

- **Sector Strategies**

The CVWDB implements sector strategies that focus on key industries driving the regional economy. These strategies bring together employers, educators, and workforce partners to develop solutions tailored to specific industry needs, such as apprenticeship programs, career pathways, work/OJT experiences, and skills certifications.

- **Economic Development Collaboration**

By partnering with local and regional economic development organizations and chambers of commerce, the CVWDB gains early insights into business expansions, relocations, and emerging industries. This collaboration allows for preemptive workforce planning to ensure the region is prepared to meet new labor demands.

- **Industry Forecasting Tools**

The board utilizes forecasting tools and scenario planning to anticipate future industry needs based on economic trends, technological advancements, and workforce demographics. This proactive approach helps design programs that prepare workers for jobs of tomorrow.

- **Partnerships with Education Providers**

Regular engagement with schools, colleges, and training providers ensures that curricula are updated to reflect industry requirements. The CVWDB works to integrate industry-recognized credentials into educational programs, enhancing alignment between academic training and workforce needs.

Through these protocols, the CVWDB ensures that the workforce system remains agile and responsive to the needs of regional industries. By anticipating industry trends and aligning workforce strategies accordingly, the board strengthens the region's economic competitiveness while preparing individuals for sustainable and rewarding careers.

Addressing the Needs of Incumbent and Underemployed Workers

The CVWDB prioritizes upskilling and reskilling opportunities for incumbent and underemployed workers:

1. **Customized Training Programs:** Partnerships with local employers allow for the creation of customized training that meets specific workforce needs, including certifications for advanced manufacturing and healthcare roles. The board also seeks to ensure the availability and high quality of eligible training provider programs that align with employers needs.
2. **Career Pathways:** Programs designed to enable youth and adults to transition into high-paying, family-sustaining careers while addressing skills gaps in the current workforce. Through pathway design and activation efforts with employers, the board focuses on driving career awareness and improving perceptions related to skilled jobs.

Incumbent Worker Training

The Central Virginia Workforce Development Board (CVWDB) supports incumbent workers by implementing a robust Incumbent Worker Training (IWT) Program as outlined in its local policy. This program is designed to help employees acquire the skills necessary to retain employment, advance within their companies, and increase overall competitiveness in the labor market. The program also enables businesses to build internal capacity, adapt to industry changes, and avert layoffs.

Program Goals and Benefits

The IWT Program aligns with the CVWDB's strategic vision by:

- Enhancing employee skills to secure job retention and career advancement.
- Helping businesses remain competitive by addressing skill gaps and technological changes.
- Creating backfill opportunities for employers, enabling the hiring of new workers in entry-level roles.
- Strengthening the region's economy through workforce upskilling and retention efforts.

Eligibility and Evaluation Criteria

1. Employer Eligibility:

- Employers must demonstrate a direct link between the training activity and in-demand occupations or regionally targeted industries.
- Training must positively impact both the competitiveness of the company and the employee's career progression.
- Wage and benefit levels for employees must meet or exceed the living wage for the locality.

2. Employee Eligibility:

- Employees must be at least 18 years old, legally authorized to work in the U.S., and meet Fair Labor Standards Act requirements.
- They must have at least six months of employment history with the company, although a cohort approach allows flexibility for newer employees.

Funding and Cost Sharing

The IWT Program is funded through WIOA Title I Adult and Dislocated Worker allocations, with up to 20% of the local funds reserved for IWT activities. Employers must share a portion of the training costs based on company size:

- **10% for companies with 50 or fewer employees.**
- **25% for companies with 51-100 employees.**
- **50% for companies with more than 100 employees.**

Non-federal contributions may include wages paid during training, equipment use, or other in-kind resources.

Training Activities Covered

The program supports various training initiatives, including:

- Worksite-based learning strategies utilizing advanced technology and equipment.
- Employer-specified or industry-specific skills training.
- Training to implement technological changes in the workplace.
- “Train-the-trainer” instruction to enhance organizational capacity.

Covered costs include consumable training materials, textbooks, off-site facility rental, tool and equipment rental, instructor fees, and travel expenses for trainers.

Operational Delivery and Reimbursement

The CVWDB works closely with employers to ensure smooth implementation of the IWT Program:

1. **Application Process:** Employers submit an IWT application, including documentation of training goals, anticipated outcomes, and participant eligibility. Staff works closely with employers to lessen the burden of application work as much as possible.
2. **Approval and Monitoring:** Applications are evaluated for alignment with local workforce priorities and funding availability. CVWDB staff ensure compliance with federal, state, and local policies.
3. **Reimbursement:** Upon completion of training and submission of required documentation, the CVWDB provides a direct reimbursement to the employer, to cover eligible costs within 45 days. The IWT program has been very successful in the region and allowed companies to better retain high achievers who appreciate the company’s investment in skill building.

Success in Action

The IWT Program has been instrumental in enhancing workforce capabilities across Central Virginia:

Example 1: A printing company partnered with the CVWDB to provide advanced maintenance procedures training for its workforce. This training not only upskilled existing employees but also enabled the company to expand production capacity.

Example 2: A plastic bag manufacturer utilized the program to train staff in the use of spreadsheets and Microsoft Excel, allowing workers to gain new skills for automation of production processes.

Alignment with Regional and State Goals

The IWT Program supports the CVWDB’s strategic vision and the Virginia Combined State Plan by:

- Building a competitive workforce aligned with high-demand industries.
- Encouraging public-private partnerships to enhance economic resilience.
- Addressing the needs of incumbent and underemployed workers through targeted upskilling initiatives.

Supporting On-the-Job Training (OJT)

The Central Virginia Workforce Development Board (CVWDB) prioritizes On-the-Job Training (OJT) as a critical workforce development strategy to support both job seekers and employers. OJT programs provide practical, hands-on training to participants while allowing businesses to enhance their workforce capabilities and productivity. Guided by detailed federal, state, and local policies, the CVWDB ensures that OJT aligns with the broader workforce development strategy, benefiting participants and employers alike.

Program Goals and Benefits

The CVWDB's OJT program is designed to:

- Help job seekers acquire essential job-specific skills through experiential learning while earning wages.
- Enable employers to fill critical skill gaps and improve workforce retention through targeted training.
- Encourage career advancement by equipping workers with industry-relevant competencies.

Eligibility and Implementation

1. Participant Eligibility:

- Adults, dislocated workers, and out-of-school youth may qualify for OJT if their Individual Employment Plan (IEP) indicates a need for skills training.
- Priority is given to individuals with barriers to employment, ensuring equitable access to workforce services.

2. Employer Eligibility:

- OJT contracts are available to public, private, and non-profit employers who commit to providing structured training and supervision.
- Employers must meet specific criteria, such as providing wages comparable to regular employees in similar roles and ensuring safe working conditions.

3. Training Guidelines:

- Training plans are tailored to the skill requirements of the job and the participant's abilities, with a focus on hands-on instruction and mentorship.
- Contracts specify the duration of training, typically tied to the time required for participants to achieve proficiency.

Financial Support and Incentives

The CVWDB offers financial support to employers to offset the costs of training:

- Employers receive wage reimbursements of up to 50% during the training period to compensate for extraordinary costs such as reduced productivity and supervision.
- Reimbursements are contingent on proper documentation, including timesheets and training progress reports.

Integration with Other Workforce Initiatives

The OJT program is closely integrated with other CVWDB initiatives:

- Registered Apprenticeships: Employers can use OJT as part of the hands-on training component in apprenticeship programs, enhancing the pipeline for skilled labor.
- Supportive Services: Participants have access to additional resources, such as transportation and childcare assistance, to ensure their success during training.

Success Metrics and Reporting

The CVWDB tracks and evaluates OJT outcomes to ensure program effectiveness:

- *Metrics include participant employment and retention rates at six and twelve months post-training, as well as wage progression.*
- *Quarterly and annual reports are submitted to the Virginia Board of Workforce Development, ensuring transparency and continuous improvement.*

OJT Example in Action

In collaboration with a local advanced manufacturing company, the CVWDB implemented an OJT program to train workers on processes related to the production of HVAC components. Participants received on-the-job instruction while earning competitive wages, and the company successfully onboarded and trained new workers with no previous experience in HVAC manufacturing. Many of the OJT participants were dislocated workers, who were hired after the closing or relocation of their previous employer.

Supporting Registered Apprenticeship

The Central Virginia Workforce Development Board (CVWDB) actively supports registered apprenticeship programs as a vital component of its workforce development strategy. A dedicated Registered Apprenticeship Consultant is embedded at the Virginia Career Works Lynchburg Center, ensuring that apprenticeship opportunities are fully integrated into the region's workforce services. This consultant plays a key role in coordinating with employers, educational institutions, and community partners to expand apprenticeship programs across high-demand sectors such as healthcare, IT, advanced manufacturing, and skilled trades.

The CVWDB implements all of the apprenticeship practices recommended by the Virginia Department of Workforce Development and Advancement. This includes working with training providers to develop structured programs that combine classroom instruction with hands-on, supervised work experiences. These apprenticeships not only provide individuals with valuable industry credentials but also help employers address skills gaps and improve employee retention.

Additionally, the CVWDB collaborates with local employers to develop youth-focused apprenticeship pathways, offering high school students opportunities to earn credits, gain industry-recognized credentials, and secure a clear path toward sustainable careers.

To foster participation, the CVWDB actively works with its apprenticeship consultant to engage businesses in creating pre-apprenticeship programs that prepare individuals for entry into formal apprenticeships. Efforts include offering supportive services, such as transportation and childcare,

to remove barriers to participation and expanding outreach to underrepresented populations to ensure access to apprenticeship opportunities. These initiatives align with Virginia's commitment to bridging the skills gap and building a future-ready workforce.

Setting Standards and Metrics for Operational Delivery

The CVWDB has established clear standards and performance metrics to ensure the effectiveness of workforce initiatives:

- **Employment Outcomes:** Tracking job placement and retention rates to measure program impact.
- **Credential Attainment:** Monitoring the number of participants earning industry-recognized certifications.
- **Employer Engagement:** Evaluating the level of employer participation and satisfaction with workforce programs.

Alignment of Resources to Support the Workforce Development System

Public and private resources are aligned to maximize the impact of workforce programs:

- **Monetary Contributions:** Federal WIOA funding is augmented by grants such as Go Virginia and contributions from local employers.
- **In-Kind Support:** Employers provide equipment, facilities, and staff time to support training initiatives. Educational institutions contribute through dual-enrollment programs and shared infrastructure.

Generation of New Funding Sources

The CVWDB actively pursues additional funding to sustain and expand workforce development efforts:

- **Grants and Sponsorships:** Applications for state and federal grants, as well as private sector sponsorships, support innovative programs such as mobile career centers and virtual training platforms.
- **Public-Private Partnerships:** Collaborations with local chambers of commerce, economic development authorities, community-based organizations, and employers generate new resources and funding streams.

Demand Plan Compliance

This strategy satisfies the requirements of the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E) by integrating demand planning into its strategic approach. By aligning public and private resources, the CVWDB ensures that the workforce system remains responsive, sustainable, and effective in addressing the needs of job seekers and businesses.

This strategic plan adheres to the requirements set forth in § 2.2-2472 of the Code of Virginia by:

- **Aligning Education and Workforce Programs:** Ensuring that training initiatives meet current and projected skill requirements of the regional economy.

- **Providing Policy Direction:** Offering guidance to local workforce development efforts in line with state policies.
- **Identifying Workforce Needs:** Conducting analyses to determine emerging industry demands and corresponding training requirements.
- **Recommending Strategies:** Developing approaches to match trained workers with available jobs, thereby enhancing employment outcomes and supporting business growth.

By integrating these elements, the CVWDB's strategic plan not only complies with state legislation but also fosters a robust and responsive workforce development system tailored to the unique needs of Central Virginia.

Section 3: Local Area Partnerships and Investment Strategies

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

The Central Virginia Workforce Development Board (CVWDB) coordinates a comprehensive workforce development system that incorporates a variety of programs designed to meet the diverse needs of job seekers and employers in the region.

Key programs include:

1. **WIOA Title I Programs:** These include services for Adults, Dislocated Workers, and Youth, operated by HumanKind, the contracted program operator.
2. **WIOA Title II Adult Education and Literacy:** Delivered through Adult & Career Education of Central Virginia (ACE), providing literacy skills, GED preparation, and English language acquisition.
3. **WIOA Title III Wagner-Peyser Act Services:** Administered by the Virginia Department of Workforce Development and Advancement (Virginia Works), offering job search assistance, labor market information, and career counseling.
4. **WIOA Title IV Vocational Rehabilitation:** Managed by the Department for Aging and Rehabilitative Services (DARS), assisting individuals with disabilities in gaining

employment.

5. **Perkins Career and Technical Education (CTE):** Facilitated by Central Virginia Community College (CVCC) and local school systems, offering dual enrollment, industry-recognized credentials, and adult technical training.
6. **Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T):** Delivered by local Departments of Social Services to provide job readiness and placement assistance.
7. **Senior Community Service Employment Program (SCSEP):** Operated by Goodwill Industries, helping older adults transition to employment.
8. **Job Corps:** Offered through Odle Management, providing comprehensive residential education and job training programs.
9. **Community Services Block Grant Programs:** Managed by the Lynchburg Community Action Group (Lyn-CAG), supporting employment and training for low-income individuals.
10. **Migrant and Seasonal Farmwork Programs:** Administered by the Virginia Department of Workforce Development and Advancement (Virginia Works).
11. **Reemployment Services and Eligibility Assessment (RESEA):** Administered by the Virginia Department of Workforce Development and Advancement (Virginia Works).
12. **Jobs for Veterans State Grant (JVSG):** Administered by the Virginia Department of Workforce Development and Advancement (Virginia Works).
13. **Deaf and Hard of Hearing Services:** Administered by the Virginia Deaf and Hard of Hearing Services Center.

Alignment with Core and Other Workforce Programs

The CVWDB is committed to aligning resources and services across core and non-mandated workforce development programs operating in the region to create an integrated system.

Coordination includes:

- **Shared Planning and Resource Allocation:** Through the Memorandum of Understanding (MOU) between the CVWDB, Chief Local Elected Officials (CLEOs), and core partners, roles and resource sharing agreements are clearly defined to avoid duplication and enhance service delivery.
- **Integrated Service Delivery:** The Virginia Career Works Lynchburg Center serves as the region's comprehensive one-stop center, providing seamless access to all programs under one roof, with cross-trained staff and referral protocols for specialized services.
- **CTE Integration:** Through a close partnership with the CVWDB, Central Virginia Community College collaborates with K-12 and adult education providers to align Perkins programs with workforce initiatives, ensuring students and workers gain in-demand technical skills.

Coordination with Chief Elected Officials

Chief Local Elected Officials (CLEOs) are integral to the governance of the workforce system. The governing body of each locality in LWDA VII appoints a representative to serve on the council of Chief Local Elected Officials. There are five governing bodies in LWDA VII with a single representative on the CLEO council: Amherst County, Appomattox County, Bedford County, Campbell County, and the city of Lynchburg. The five voting members of the CLEO council chose a Chief Elected Official (CEO) to preside over meetings and sign documents on behalf of the council.

CLEOs collaborate with the CVWDB on several levels, including:

1. **Approval and Oversight:** CLEOs approve the CVWDB annual budget, workforce center cost allocation plans, and local plan, ensuring alignment with regional priorities.
2. **Board Appointments:** CLEOs appoint members to the CVWDB, ensuring representation from key industry sectors and community stakeholders.
3. **Strategic Partnerships:** CLEOs participate in strategic planning sessions and workforce development initiatives, to address regional challenges and opportunities.
4. **Joint Decision-Making:** The CVWDB and CLEOs maintain ongoing communication to coordinate policies and oversee system performance.

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 serves 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. 403-01, Change 1 Business Service Requirements 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]

The Central Virginia Workforce Development Board (CVWDB) engages employers in a collaborative fashion to meet local business needs and foster connection between workforce and economic development entities. These strategies align with the Virginia Board of Workforce Development’s policies and federal Workforce Innovation and Opportunity Act (WIOA) requirements, ensuring a unified and effective system to support businesses and job seekers.

The CVWDB facilitates employer engagement through its Business Services Team, which consists of representatives from each of the core agencies operating in the Virginia Career Works Lynchburg Center, along with economic development organizations and training providers. This team meets monthly to share information and coordinate responses to business needs. Quarterly employer-focused meetings allow businesses to confidentially share challenges and receive tailored recommendations. The team develops solutions to address skills shortages or recruitment

issues, providing actionable insights within a week of the meeting.

The CVWDB prioritizes sector strategies for industries such as healthcare, advanced manufacturing, and information technology. These strategies include employer roundtables in collaboration with economic development organizations such as the Lynchburg Regional Business Alliance, and partnerships to address workforce needs collaboratively while fostering innovation and competitiveness in high-demand sectors.

The CVWDB ensures its workforce development system meets the needs of local businesses through:

- **Customized Training Programs:** Developing training solutions tailored to employer requirements, such as upskilling initiatives for incumbent workers or specialized on-the-job training for new hires.
- **Integration with Economic Development:** Collaborating with regional and state economic development entities, including the Lynchburg Regional Business Alliance and the Virginia Economic Development Partnership, to align workforce services with regional growth strategies.
- **Incumbent Worker Training:** Offering financial support to businesses for training existing employees, enabling companies to address skills gaps while retaining talent.

Coordination Between Workforce and Economic Development Programs

The CVWDB strengthens the connection between workforce and economic development through:

- **Shared Planning and Goals:** Engaging economic development representatives in workforce planning sessions to ensure alignment with regional economic priorities.
- **Employer Outreach:** Coordinated outreach campaigns to promote workforce services, including apprenticeship programs, to local businesses.
- **Joint Data Utilization:** Leveraging labor market information and employer feedback to anticipate workforce needs and align resources effectively.

Linkages Between the One-Stop System and Unemployment Insurance Programs

The Virginia Career Works Lynchburg Center serves as a central hub for connecting workforce development and unemployment insurance (UI) programs:

- **Integrated Service Delivery:** Virginia Employment Commission (VEC) and Department of Workforce Development and Advancement (Virginia Works) staff at the one-stop center provide UI claimants with immediate access to reemployment services, including resume assistance, skills assessments, and job placement support.
- **Proactive Outreach:** UI claimants are referred to WIOA-funded programs, such as on-the-job training and career counseling, to expedite their return to the workforce.
- **Employer Connections:** The Business Services Team coordinates with employers to match UI claimants to open positions, ensuring a streamlined transition to employment.

Enhancing Business Services and Outcomes

The CVWDB's focus on employer engagement includes:

- **Career Pathways Initiatives:** Developing clear career progression routes within key sectors to attract and retain talent.
- **Apprenticeships and Pre-Apprenticeships:** Expanding opportunities for registered apprenticeships and pre-apprenticeship programs to support workforce readiness and build long-term talent pipelines.
- **Utilization of Business Intermediaries:** Employing intermediaries to liaise with employers, ensuring seamless communication and service delivery.

3.3 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. [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) ensures that direction provided by the Governor and the board to the one-stop operator prioritizes adult career and training services for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. This priority is implemented in accordance with WIOA Section 108(b)(22), which mandates that these populations receive precedence in accessing services.

Board Direction to the One-Stop Operator

The CVWDB provides clear guidance to the Virginia Career Works Lynchburg Center operator through its Memorandum of Understanding (MOU) and policy directives. Key instructions include:

1. **Priority Access for Target Populations:** The one-stop operator is required to ensure that recipients of public assistance, low-income individuals, and individuals identified as basic skills deficient are prioritized for WIOA Title I Adult career and training services.
2. **Eligibility and Screening Protocols:** Career Navigators conduct eligibility assessments during intake to identify individuals who meet priority criteria and direct them to appropriate services.
3. **Program Integration:** The operator ensures that partner programs, such as those provided by the Department of Social Services (DSS) and Adult Basic Education (ABE), are seamlessly integrated into the one-stop system to address the needs of priority groups.

Coordination with Governor's Direction

The CVWDB aligns its policies with the Governor's guidance, which emphasizes equitable access and the removal of systemic barriers to employment. Through regular policy reviews and compliance monitoring, the board ensures that its priorities and practices reflect statewide workforce goals.

Strategies to Implement Priority of Service

The one-stop operator employs the following strategies to prioritize services:

1. **Outreach and Recruitment:**

- Targeted outreach campaigns are conducted in collaboration with DSS, community action agencies, and local nonprofits to connect with public assistance recipients and low-income individuals.
- Remote service delivery and virtual options are offered to reach rural and underserved communities.

2. Career and Training Services:

- **Basic Career Services:** Priority individuals receive immediate access to job search assistance, career counseling, and labor market information.
- **Individualized Career Services:** Customized support, such as development of Individual Employment Plans (IEPs), is provided to address specific career goals and barriers.
- **Training Services:** Priority populations are fast-tracked for training opportunities, including on-the-job training, apprenticeships, and credentialing programs.

3. Partner Collaboration:

- The operator works closely with the regional WIOA Title II Adult Education provider to offer basic skills instruction, including literacy, numeracy, and English as a Second Language (ESL) courses.
- Partnerships with WIOA Title IV Vocational Rehabilitation providers ensure that individuals with disabilities who are also low-income receive integrated support.

4. Supportive Services:

- Childcare, transportation assistance, and digital access tools are made available through various workforce center programs to reduce barriers for priority groups.
- Emergency services, such as housing assistance, are provided through partnerships with local community-based organizations coordinated through the Central Virginia Continuum of Care.

Monitoring and Continuous Improvement

The CVWDB monitors the effectiveness of priority implementation through:

- **Performance Metrics:** Regular tracking of service utilization and outcomes for public assistance recipients, low-income individuals, and basic skills deficient participants.
- **Feedback Mechanisms:** Soliciting input from clients and partner organizations to identify gaps and improve service delivery.
- **Training for Staff:** Ongoing training for Career Navigators ensures adherence to priority protocols and enhances their ability to serve these populations effectively.

3.4 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 Central Virginia Workforce Development Board (CVWDB) collaborates closely with the Lynchburg Regional Business Alliance (LRBA) to align workforce investment activities with regional economic development initiatives. The Board's Executive Director and Deputy Director serve on the regional Target Advisory Group that includes business leaders from both organizations and focuses on career pathways and workforce access. Additionally, the Executive Director serves

on the Regional Economic Development (RED) team to serve prospective and existing businesses. This partnership ensures that workforce strategies are responsive to the evolving needs of the local economy and effectively support entrepreneurial business growth.

Collaborative Initiatives with the Lynchburg Regional Business Alliance

Talent and Workforce Development: The LRBA's talent development strategy focuses on connecting the current workforce with future employment opportunities. By supporting the *Regional Workforce Roadmap* strategic plan and leveraging sector-based partnerships, the LRBA creates career pathways from K-12 education to employment. This approach ensures a robust talent pipeline that meets the demands of local businesses.

Entrepreneurship and Startups: The LRBA offers resources for individuals interested in starting new businesses, including access to the Small Business Development Center – Lynchburg Region, which provides free, confidential business advising and educational services. These resources assist entrepreneurs in navigating the challenges of establishing and growing small businesses.

Promotion of Entrepreneurial Skills Training and Microenterprise Services

The CVWDB, in partnership with the LRBA, promotes entrepreneurial skills training and microenterprise services through the following initiatives:

- Small Business Development Center (SBDC) – Lynchburg Region: See Above.
- The Center for Entrepreneurship: This center provides resources and support for entrepreneurs, fostering innovation and business development within the region.
- The 140 Fund: An initiative aimed at supporting startups and small businesses through funding opportunities, enhancing the region's entrepreneurial ecosystem.

3.5 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 Central Virginia Workforce Development Board (CVWDB) collaborates closely with secondary and postsecondary education programs to align workforce strategies, enhance service delivery, and minimize duplication of services. This integrated approach ensures that education and workforce initiatives effectively prepare individuals for high-demand careers while meeting the needs of regional employers.

Coordination with Secondary Education Programs

1. Partnerships with K-12 School Systems:

- The CVWDB works with local school divisions to implement career exploration and readiness programs, such as work-based learning opportunities, internships, and job shadowing. A strong MOU commitment between the board and the schools exists to support this work financially.

- Collaboration with Career and Technical Education (CTE) directors ensures that secondary education programs align with industry standards and regional labor market needs.

Example: The CVWDB supports the integration of the XLR8 STEM Academy, a regional center housed at Central Virginia Community College (CVCC), offering high school students advanced technical training and dual-enrollment opportunities in STEM-related fields. Staff also serves on the CTE Advisory boards at schools throughout the region.

2. Career Pathways Initiatives:

- Career pathways are designed to provide clear progression routes from secondary education to postsecondary training and employment.
- Local high schools and the CVWDB partner on dual-enrollment and credentialing programs that allow students to earn college credits or industry certifications while completing their high school education.

Example: Dual-enrollment partnerships with CVCC provide high school students access to courses in fields such as healthcare, manufacturing, and information technology.

Coordination with Postsecondary Education Programs

1. Collaboration with Community Colleges and Universities:

- The CVWDB partners with CVCC and regional universities to align postsecondary training programs with local workforce needs.
- Initiatives include shared labor market data, co-designed training curricula, and joint efforts to engage employers in the development of education and training programs.

Example: The Regional Career and Technical Education (CTE) Academy at CVCC serves both high school and adult learners, offering pathways to high-demand careers through advanced technical training supported by local businesses.

2. Apprenticeships and Work-Based Learning:

- The CVWDB collaborates with postsecondary institutions to expand registered apprenticeships and work-based learning opportunities that integrate classroom instruction with hands-on experience.
- These programs not only enhance student employability but also address skills gaps identified by regional employers.

Example: The CVWDB supports apprenticeship programs in partnership with CVCC and local employers in sectors like advanced manufacturing and healthcare.

Avoiding Duplication of Services

The CVWDB uses the following strategies to enhance coordination and prevent duplication:

- **Unified Planning:** Regular meetings between workforce, education, and community stakeholders ensure alignment of goals and efficient use of resources.
- **Shared Data and Resources:** Collaborative use of labor market information and shared case management systems enable partners to identify gaps and reduce redundancy in program offerings.
- **Cross-Training of Staff:** Career Navigators and education advisors participate in joint training sessions to understand the full spectrum of available services and refer participants to the most appropriate programs.

Enhancing Services Through Collaboration

- **Integrated Service Delivery:** The Virginia Career Works Lynchburg Center serves as a hub where job seekers can access education, training, and workforce services in one location, streamlining referrals and service delivery.
- **Supportive Services for Students and Workers:** Coordination between education providers and the CVWDB ensures that students and workers have access to supportive services such as childcare, transportation, and career counseling.

Example: The CVWDB works with Adult and Career Education (ACE) of Central Virginia to provide basic skills training, GED preparation, and English language instruction, ensuring a seamless transition to further education or employment.

3.6 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. [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) collaborates extensively with Central Virginia Community College (CVCC) and other regional training providers to align workforce investment activities with educational programs and training services. This partnership ensures that workforce initiatives are responsive to employer needs, accessible to job seekers, and aligned with regional economic development goals.

Planning Workforce and Training Services with Community Colleges

1. Joint Planning Sessions:

- The CVWDB and CVCC frequently collaborate to align workforce development efforts with community college training programs. The Board also maintains open communication and advises with other eligible training providers in the region (Virginia Technical Institute, Centra College of Nursing, Old Dominion JobCorps Center, etc.) that provide skilled training programs.

- Training programs are developed using analysis of labor market data, identifying emerging industry trends, and designing programs that address skills gaps in high-demand sectors such as advanced manufacturing, healthcare, and information technology.

2. Shared Data and Resources:

- Labor market insights provided by the CVWDB inform community college curriculum development and program offerings, ensuring alignment with employer requirements.
- CVCC shares enrollment and completion data with the CVWDB to evaluate the effectiveness of training programs and refine future offerings.

Delivery of Workforce and Training Services

1. Co-Delivery of Career Pathway Programs:

- The CVWDB partners with CVCC and other training providers to develop career pathways that guide participants from foundational skills development through advanced training and employment.
- Programs include CVCC dual-enrollment opportunities for high school students, short-term credentialing programs for adults, and transitional support for dislocated workers.

Example: The Regional Career and Technical Education (CTE) Academy at CVCC serves both high school and adult learners, providing training in high-demand fields such as welding, healthcare, and information technology.

2. Apprenticeships and Work-Based Learning:

- The CVWDB and CVCC collaborate to expand registered apprenticeship programs, providing hands-on training that integrates classroom instruction with real-world experience.
- Employers are engaged in the design and implementation of apprenticeships to ensure that training meets industry standards.

Example: A partnership between CVCC, the CVWDB, and local manufacturing employers resulted in an apprenticeship program for CNC machinists, addressing a critical regional workforce need.

3. Incumbent Worker Training:

- The CVWDB works with CVCC to deliver customized training programs for incumbent workers, enabling businesses to upskill their existing workforce and remain competitive in the market.
- Employers are supported with funding and technical assistance to implement training

programs tailored to their specific needs.

Expanding Access to Training and Workforce Services

1. Satellite and Online Programs:

- CVCC offers training at multiple locations throughout the region, including satellite campuses and the Virginia Career Works Lynchburg Center, to improve accessibility for rural and underserved populations.
- Online training options are also available, allowing participants to balance education with other responsibilities.

2. Supportive Services:

- Through the partnership, students and trainees can access supportive services such as transportation assistance, childcare, and career counseling, ensuring their success in training programs.

Promoting Regional Collaboration

1. Integration with Economic Development:

- The CVWDB and CVCC collaborate with the Lynchburg Regional Business Alliance and other economic development entities to align workforce training with regional economic goals.
- This collaboration helps attract new businesses and support the growth of existing employers by ensuring a steady pipeline of skilled workers.

2. Shared Grant Opportunities:

- The CVWDB and CVCC jointly pursue state and federal funding opportunities, such as Go Virginia grants and WIOA discretionary funds, to support innovative training programs and workforce initiatives.

3.7 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 Central Virginia Workforce Development Board (CVWDB) recognizes that access to reliable transportation and supportive services is essential for individuals to participate fully in workforce development activities. To address these needs, the CVWDB collaborates with regional transportation providers, community organizations, and workforce partners to deliver integrated support systems that reduce barriers to employment and training opportunities.

Coordination with Transportation Services

1. Partnerships with Public Transportation Providers:

- The CVWDB works with the Central Virginia Planning District Commission and local public transit authorities, such as the Greater Lynchburg Transit Company (GLTC), to ensure that job seekers and trainees have access to affordable and reliable transportation.
- The board provides local and state government input to influence route planning and service enhancements to connect key workforce locations, such as the Virginia Career Works Lynchburg Center, with residential and business areas.

2. Employer-Sponsored Transportation:

- The CVWDB facilitates discussions with employers and the Central Virginia Planning District Commission to explore shared transportation solutions, such as shuttles for employees traveling to work sites in rural or industrial areas not served by public transit.

3. Innovative Solutions:

- Recognizing the transportation challenges in rural areas, the CVWDB is exploring partnerships with ride-sharing services and community-based transportation initiatives to offer flexible commuting options.

Coordination with Supportive Services

1. Comprehensive Supportive Services:

- The CVWDB works with workforce partners to provide a range of supportive services, including childcare assistance, housing support, and financial aid, ensuring that participants can focus on achieving their career goals.

Example: Supportive service funds are used to cover the cost of tools, uniforms, and other supplies required for training or employment.

2. Referral Networks:

- Through collaboration with community organizations, the CVWDB establishes referral networks that connect participants to specialized services, such as mental health counseling, healthcare, and food assistance.

3. Integrated Service Delivery:

- At the Virginia Career Works Lynchburg Center, Career Navigators coordinate with partner agencies to assess participants' needs and ensure access to transportation and supportive services. These assessments are incorporated into Individual Employment Plans (IEPs) to address barriers holistically.

Funding and Resource Alignment

1. Use of WIOA Funds:

- The CVWDB allocates WIOA funds to provide supportive services for eligible participants, such as covering transportation costs, purchasing gas cards, or arranging rides to workforce activities.

2. Leveraging Community Resources:

- Partnerships with non-profits, local governments, and private organizations help expand the availability of supportive services without duplicating efforts.

Example: The CVWDB works closely with the Central Virginia Continuum of Care and its Coordinated Homeless Intake and Assessment (CHIA) initiative to ensure housing and shelter needs are met for all customers utilizing services of the Virginia Career Works Lynchburg Center and the local workforce development network.

Continuous Improvement and Monitoring

1. Needs Assessment:

- The CVWDB regularly conducts assessments to identify transportation and supportive service gaps, particularly in rural and underserved areas.

2. Stakeholder Engagement:

- Input from program participants, community organizations, and employers helps the CVWDB refine its strategies to ensure effective and equitable service delivery.

3. Performance Tracking:

- The CVWDB monitors the impact of transportation and supportive services on program outcomes, such as training completion rates and job placements, to inform future initiatives.

By integrating workforce investment activities with transportation and supportive services, the CVWDB ensures that participants have the resources they need to access training and employment opportunities. This holistic approach removes barriers, supports economic self-sufficiency, and contributes to a more inclusive and effective workforce development system in Central Virginia.

3.8 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)]

The Central Virginia Workforce Development Board (CVWDB) is committed to maximizing the coordination of Wagner-Peyser Act services provided by the Virginia Department of Workforce Development and Advancement (Virginia Works) with other workforce services offered through

the Virginia Career Works Lynchburg Center. By fostering integration and collaboration, the CVWDB ensures that job seekers and employers receive seamless, comprehensive support, reducing duplication of services and improving overall service delivery.

Plans and Strategies for Coordination

1. Integrated Service Delivery:

- Wagner-Peyser staff are co-located at the Virginia Career Works Lynchburg Center, ensuring direct collaboration with WIOA Title I program staff, Vocational Rehabilitation (DARS), and other partners.
- Cross-training of staff ensures that all team members understand the scope of Wagner-Peyser services, including labor exchange activities, job matching, and career counseling, as well as other partner services, enabling effective referrals.

2. Unified Customer Flow:

- The CVWDB has implemented a unified intake process that incorporates Wagner-Peyser and one-stop partner programs. This ensures that customers are assessed holistically and referred to appropriate services without redundancy.
- Individual Employment Plans (IEPs) are jointly developed by one-stop and Wagner-Peyser staff to streamline service delivery and align resources effectively.

3. Collaborative Employer Engagement:

- Wagner-Peyser staff collaborate with the CVWDB and Title I/One-Stop staff to provide employer-focused services, such as job postings, recruitment events, and customized workforce solutions.
- Wagner-Peyser staff actively participates in the regional Business Services Team, where members facilitate the sharing of employer feedback and coordination of outreach efforts to avoid duplication.

Example: During job fairs, Wagner-Peyser staff handle on-site registrations and job matching, while one-stop partners offer information on training programs and supportive services. Wagner-Peyser staff works collaboratively with workforce board staff to organize and market job fairs.

4. Shared Use of Technology:

- The one-stop center utilizes the Virginia Workforce Connection (VaWC) system to provide a centralized platform for Wagner-Peyser and WIOA services. This shared system allows for:
 - Real-time tracking of job seeker progress.
 - Streamlined case management.
 - Efficient sharing of labor market information.

Example: Job seekers who attend a Wagner-Peyser workshop can have their attendance recorded in VaWC, which is accessible by one-stop partners for follow-up services.

Avoiding Duplication of Services

1. Defined Roles and Responsibilities:

- Through the Memorandum of Understanding (MOU) between the CVWDB and one-stop partners, roles and responsibilities for Wagner-Peyser and other workforce programs are clearly defined. This ensures that each partner focuses on their strengths while collaborating to address overlapping needs.

2. Regular Partner Coordination:

- Monthly partner meetings facilitate communication, coordination, and alignment of services. These meetings ensure that gaps and redundancies are identified and addressed.

Example: If a job seeker is referred to both Wagner-Peyser and WIOA career services, the partners collaborate to assign specific activities to avoid duplicating efforts, such as conducting multiple assessments.

3. Collaborative Service Design:

- Workshops, hiring events, and job readiness activities are designed collaboratively by Wagner-Peyser and one-stop staff to complement each other's services.

Example: Wagner-Peyser staff may assist a walk-in customer with basic resume writing and job search activities, while one-stop center staff may host a workshop to provide in-depth guidance on resume development, interviewing skills, and overall job search strategies.

Continuous Improvement and Monitoring

1. Customer Feedback:

- Feedback from job seekers and employers is collected through in-person and online surveys to evaluate the effectiveness of service coordination and identify opportunities for improvement.

2. Performance Tracking:

- The CVWDB monitors key performance indicators, such as job placements, retention rates, and employer satisfaction, to assess the success of coordinated services.

3. Periodic Reviews:

- The MOU is reviewed annually to ensure alignment with regional goals and compliance with WIOA and Wagner-Peyser requirements.

Assurances

The CVWDB assures that:

- Wagner-Peyser Act services will remain integrated with the one-stop delivery system, leveraging shared resources and collaborative efforts to maximize efficiency.
- Regular communication and collaboration between one-stop center staff and Wagner-Peyser staff will continue to enhance service delivery and reduce duplication.
- Data-sharing protocols and technology platforms will be utilized to ensure seamless tracking of customer progress and outcomes.

3.9 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)]

The Central Virginia Workforce Development Board (CVWDB) works closely with local providers of adult education and literacy services to ensure that workforce investment activities are integrated and accessible to individuals seeking to enhance their skills and achieve economic self-sufficiency. These efforts include aligning services, streamlining referrals, and conducting a thorough review of local applications for adult education funding to ensure they meet regional needs and WIOA requirements.

Coordination with Adult Education and Literacy Providers

1. Partnership with Adult and Career Education (ACE) of Central Virginia:
 - ACE is the contracted and primary provider of adult education and literacy services in region, offering programs such as high school equivalency (GED®) preparation, English as a Second Language (ESL), occupational skills training, and basic skills instruction.
 - The CVWDB collaborates with ACE to align their programs with workforce development initiatives, ensuring that participants gain the skills necessary for employment or further education. ACE integrates career readiness modules, such as digital literacy and workplace communication, into its curriculum to prepare learners for success in the job market.
2. Integration of Services at the One-Stop Center:
 - Adult education and literacy services are integrated into the Virginia Career Works Lynchburg Center, enabling seamless access for individuals who require foundational skills training as part of their career development.
 - WIOA Title I Career Navigators and ACE instructors work collaboratively to develop Individual Employment Plans (IEPs) that incorporate education and training pathways tailored to participants' goals.

3. Support for Career Pathways:

- The CVWDB and ACE work together to establish career pathways that bridge adult education programs with industry-recognized training and certifications. These pathways provide a clear progression from literacy and basic skills development to advanced training and employment opportunities.

Example: A WIOA Title I participant who completes ESL courses through ACE can transition into a certified nursing assistant (CNA) program offered collaboratively through Central Virginia Community College (CVCC) and Centra College.

Review of Local Applications for Adult Education Funding

1. Review Process:

- CVWDB staff reviews grant applications for adult education and literacy funding to ensure alignment with regional workforce needs and priorities.
- Applications are evaluated based on criteria such as:
 - Alignment with the regional workforce development plan.
 - Demonstrated partnerships with workforce and community organizations.
 - Effectiveness in serving individuals with barriers to employment, such as low literacy levels or limited English proficiency.

Example: Applications that include innovative approaches, such as integrating workplace training with literacy education, receive priority consideration.

Outreach to Underserved Populations:

The CVWDB and ACE partner to conduct targeted outreach to individuals with barriers to employment, such as those in rural areas or non-native English speakers, to increase participation in adult education programs.

Supportive Services:

Participants in adult education programs have access to supportive services, such as transportation assistance, childcare, and digital resources, through partnerships with local non-profits and community agencies.

Example: A single parent attending GED® preparation classes is enrolled in WIOA Title I and receives childcare assistance, enabling consistent attendance and program completion.

Performance Tracking:

Through involvement in an advisory board facilitated by ACE and its Executive Director, staff of the CVWDB monitors outcomes for adult education participants, including literacy gains, credential attainment, and employment placements, to assess program effectiveness and provide feedback to

ensure continuous improvement.

3.10 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

[WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) prioritizes employer engagement as a cornerstone of its workforce development strategy. By establishing clear policies and protocols, involving employers in program design, and implementing targeted activities to address their needs, the CVWDB ensures that workforce initiatives are aligned with regional economic priorities and support sustainable growth.

Policies and Protocols for Engaging Employers

1. Business Services Team Coordination:

- The CVWDB's Business Services Team (BST) serves as the primary point of contact for engaging employers. The team includes representatives from WIOA core partners, economic development agencies, and training providers, ensuring a unified approach.
- Employers are engaged through structured outreach efforts, including regular meetings, sector roundtables, and direct consultations, to identify their workforce challenges and opportunities.

Example: The BST holds quarterly roundtable meetings with employers to discuss workforce trends and collect feedback on training needs, recruitment challenges, and skills gaps.

2. Employer Engagement Policies:

- Workforce development entities follow shared protocols when engaging employers, including:
 - a. Conducting assessments to identify specific workforce challenges.
 - b. Open sharing of contacts and other information about employer engagements through the Business Services Team, to coordinate outreach and avoid duplicating efforts.
 - c. Agencies recommend employers utilize the Virginia Workforce Connection (VaWC) system for advertising job openings. Employer usage allows for data collection and sharing of employer contact information across the entire BST.

Involving Employers in Workforce Development Activities

1. Collaborative Program Design:

- Employers are actively involved in the formation of new workforce development activities

through engagement with the Business Services Team.

- Input from employers shapes training curricula, work-based learning opportunities, and credentialing programs to ensure they align with industry standards.

2. Sector Strategies:

- The CVWDB uses a sector-based approach to engage employers from high-demand industries such as healthcare, IT, and manufacturing.
- Employers identify workforce priorities and co-develop strategies through Business Services Team members to address industry-wide challenges.

Activities to Address Employers' Specific Workforce Needs

1. Customized Training Programs:

- The CVWDB develops tailored training solutions for employers, leveraging WIOA funding and local resources to address specific skill gaps.
- Employers receive support in identifying training opportunities for new hires and incumbent workers, ensuring alignment with their operational goals.

2. Work-Based Learning Opportunities:

- The CVWDB promotes work-based learning, including apprenticeships, on-the-job training (OJT), and internships, to provide hands-on experience while addressing immediate workforce needs.
- Employers benefit from wage reimbursements and technical assistance to implement these programs.

3. Rapid Response Services:

- In collaboration with the Virginia Department for Workforce Development and Advancement (Virginia Works), the CVWDB provides rapid response services to employers undergoing layoffs or closures. These services include reemployment workshops, resume assistance, and job fairs to connect displaced workers with new opportunities.

Example: The CVWDB collaborated with the Virginia Works Regional Rapid Response Coordinator to host a job fair for employees affected by the closure of a manufacturing plant, engaging multiple employers to offer immediate job opportunities.

Talent Attraction and Retention Initiatives

The Central Virginia Workforce Development Board (CVWDB) collaborates with regional partners such as the Lynchburg Regional Business Alliance, local tourism and regional planning offices, and Chambers of Commerce, to implement innovative initiatives aimed at attracting and retaining talent

to meet the workforce demands of local industries. These efforts emphasize early career awareness, strong connections between education and employers, and the promotion of Central Virginia as a vibrant place to live and work.

Educator Workforce Academy

The Educator Workforce Academy facilitates connections between education and industry. Piloted in 2024, this two-day program brings together dozens of educators, including school administrators, counselors, and principals from each of the five localities in the workforce region. The academy exposes educators to the workforce needs of local industries and provides them with tools to better prepare students for future careers.

Industry Tours and Discussions: Educators visit key regional employers such as Aerofin, BWX Technologies, Inc., Centra Health, Delta Star, Inc., Framatome North America, and Southern Air Inc. These visits offer firsthand insights into the skills and competencies employers seek, along with an understanding of career pathways available in the region.

Support and Collaboration: The academy is a collaborative effort led by the Lynchburg Regional Business Alliance and supported by workforce partners, including Virginia Career Works - Central Region, Lynchburg Beacon of Hope, and Central Virginia Community College (CVCC).

Career and Technical Education Insights: Panel discussions at the Educator Workforce Academy feature representatives from regional training providers, emphasizing the value of career and technical education (CTE) programs in meeting regional workforce needs.

By strengthening partnerships between educators and employers, the Educator Workforce Academy ensures that students are better equipped for the workforce and that educators are informed advocates for regional career opportunities.

Worlds of Opportunity Career Expo

The CVWDB also supports talent attraction through the Worlds of Opportunity Career Expo, a large-scale event designed to introduce students to diverse career paths within Central Virginia. The expo drew more than 2,600 students from public, private, and home schools in 2024.

Interactive Career Zones: The event features four distinct career zones representing industries critical to the region, such as healthcare, manufacturing, and technology. Interactive demonstrations, led by local businesses and community organizations, give students hands-on experience with tools and technologies used in various professions.

Long-Term Planning and Collaboration: Organized by the Lynchburg Regional Business Alliance and supported by the CVWDB, the event ensures alignment with goals outlined in the *Regional Workforce Roadmap*.

Addressing Talent Shortages: The expo directly addresses employer concerns about talent shortages by raising career awareness among seventh and eighth graders, inspiring them to pursue locally available career opportunities.

Strategic Outcomes

Both the Educator Workforce Academy and the Worlds of Opportunity Career Expo reflect the CVWDB's proactive approach to talent attraction and retention. These initiatives:

Build Awareness: By connecting educators, students, and employers, the CVWDB facilitates a deeper understanding among workforce stakeholders of the skills and opportunities available within the region.

Enhance Career Pathways: Talent development initiatives align educational programming with workforce needs, ensuring that students are prepared to transition seamlessly into high-demand fields.

Strengthen Regional Identity: Talent development programs position Central Virginia as a region that values workforce development and invests in its future talent pipeline.

Through initiatives like these, the CVWDB continues to support a dynamic workforce system that meets the needs of employers while fostering economic growth and opportunity for the region's residents.

Section 4: Program Design and Evaluation

Please 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 Central Virginia Workforce Development Board (CVWDB) is committed to ensuring that all eligible individuals, particularly those with barriers to employment, have equitable access to the resources and opportunities necessary to achieve economic self-sufficiency. By working collaboratively with entities carrying out core programs, the CVWDB implements strategies that expand access to employment, training, education, and supportive services.

Strategies to Expand Access

Integrated Service Delivery:

The CVWDB operates the Virginia Career Works Lynchburg Center as a hub for integrated service delivery, where partners coordinate to provide seamless access to employment and training services. Cross-trained staff ensure that individuals receive comprehensive support, including assessments, career counseling, and referrals to partner programs.

Targeted Outreach:

The CVWDB collaborates with core program entities to conduct targeted outreach to populations with barriers to employment, including individuals with disabilities, military veterans, justice-involved individuals, non-native English speakers, and individuals experiencing poverty or homelessness. Outreach efforts include partnerships with community organizations, mobile service delivery to rural areas, and virtual service options for those with limited transportation.

Expanded Training Opportunities:

The CVWDB partners with local education providers, including Central Virginia Community College (CVCC), to offer industry-aligned training programs, apprenticeships, and on-the-job training opportunities. Career pathways initiatives ensure that individuals can progress from foundational skills development to advanced training and employment in high-demand sectors such as healthcare, IT, and manufacturing.

Example: The CVWDB supports pre-apprenticeship and registered apprenticeship programs that provide hands-on training and industry-recognized credentials.

Enhanced Supportive Services:

The CVWDB works with core partners to provide supportive services that address common barriers

to participation in workforce programs. These include:

- Transportation assistance (e.g., bus passes, gas cards, ride-sharing partnerships).
- Childcare support through referrals to local providers.
- Emergency services such as housing assistance and access to food banks.
- Digital literacy training and access to technology.

Collaboration with Core Program Entities

Youth, Adult, and Dislocated Worker Programs (WIOA Title I): HumanKind, the program operator for WIOA Title I services, works closely with the CVWDB to deliver individualized career services, training, and job placement assistance tailored to the needs of eligible individuals.

Adult Education and Literacy (WIOA Title II): The CVWDB partners with Adult and Career Education (ACE) of Central Virginia to integrate basic skills training, GED preparation, and English as a Second Language (ESL) instruction with workforce development activities. WIOA Title I Career Navigators collaborate with ACE instructors to create Individual Employment Plans (IEPs) that align education with career goals.

Wagner-Peyser Employment Services (WIOA Title III): Co-located staff at the Virginia Career Works Lynchburg Center provide labor exchange services, resume assistance, and job matching support, ensuring that individuals are connected with suitable employment opportunities.

Vocational Rehabilitation Services (WIOA Title IV): The CVWDB works with the Department for Aging and Rehabilitative Services (DARS) to deliver employment and training services for individuals with disabilities, ensuring reasonable accommodations and specialized support.

Addressing Barriers to Employment

Customized Career Pathways: Career pathways are designed to address the unique needs of individuals with barriers to employment by offering flexible entry points, stackable credentials, and wraparound support.

Accessible Facilities and Services: The Virginia Career Works Lynchburg Center is fully accessible and complies with the Americans with Disabilities Act (ADA), ensuring that individuals with disabilities can participate in all services.

Culturally and Linguistically Appropriate Services: The CVWDB ensures that materials and services are available in multiple languages and delivered in a culturally sensitive manner to support non-native English speakers.

Data-Driven Decision Making: The CVWDB uses labor market data and feedback from participants to identify gaps and refine programs, ensuring that services meet the evolving needs of eligible individuals.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions, to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec. 108(b)(3)]

The Central Virginia Workforce Development Board (CVWDB) is committed to facilitating development of career pathways that align with high-demand occupational sectors in the local area. These pathways are designed to improve access to training and education, leading to postsecondary credentials that are industry-recognized, portable, and stackable. By collaborating with employers, educational institutions, and workforce partners, the CVWDB ensures that career pathways meet regional labor market demands and support participants in achieving meaningful careers. By aligning pathways with employer needs, integrating supportive services, and leveraging partnerships, the CVWDB strengthens the region's workforce and enhances economic growth.

Elements of Career Pathways Development

Employer Engagement: The CVWDB collaborates with local employers and industry leaders to design career pathways that address specific workforce needs in high-demand sectors such as healthcare, advanced manufacturing, and information technology. Employers provide input on the skills and credentials required for career advancement, ensuring that pathways are aligned with industry standards.

Alignment with Educational Institutions: The CVWDB partners with Central Virginia Community College (CVCC), Adult and Career Education (ACE) of Central Virginia, local high schools, and other training providers to create seamless transitions between education and employment. Dual-enrollment programs and articulation agreements enable students to earn college credits or certifications while still in high school.

Integration of Supportive Services: Career pathways include access to supportive services, such as transportation assistance, childcare, and academic advising, to address barriers and ensure participant success. WIOA Title I career navigators work closely with counselors in public and private secondary schools to identify students who would benefit from services. Efforts are made to enroll identified students into WIOA Title I upon graduation or end of compulsory attendance, so that supportive services can be provided in the context of career pathway development.

Improving Access to Postsecondary Credentials

Industry-Recognized Credentials: The CVWDB focuses on developing pathways that lead to credentials recognized by employers and professional organizations, ensuring that participants are job-ready upon completion.

Stackable Credentials: Career pathways are designed to allow participants to earn stackable credentials that build on each other, enabling career progression and lifelong learning. One of the best examples of this concept is in the healthcare sector, where participants can start with a CNA certification, progress to an LPN credential, and eventually earn an RN license through additional training.

Portable Credentials: Credentials earned through career pathways are portable, meaning they are recognized across industries and geographic locations, enhancing participant mobility and career flexibility. One example of this would be a welding certification, which is portable and applicable in various sectors, including construction and manufacturing.

Collaboration and Continuous Improvement

Sector Partnerships: The CVWDB facilitates sector-based partnerships to ensure career pathways address current and future workforce needs. These partnerships bring together employers, educators, and workforce professionals to co-design training programs.

Labor Market Data Utilization: The CVWDB uses labor market data from sources such as the JobsEQ® tool offered by Chmura Analytics and the Virginia Department of Workforce Development and Advancement (Virginia Works) and the Virginia Office of Education Economics (VOEE) to identify in-demand careers and inform the development of pathways.

Participant Feedback: Feedback gleaned through surveys of employer and job seeker customers helps the CVWDB refine career pathways, ensuring they remain relevant and effective.

Expanding Opportunities

Apprenticeships and Work-Based Learning: Career pathways incorporate apprenticeships, internships, job shadowing, paid work experiences, and on-the-job training to provide participants with practical skills while earning credentials.

Targeted Outreach: The CVWDB conducts outreach to underrepresented populations, including individuals with disabilities, military veterans, and non-native English speakers, to ensure equitable access to career pathways.

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 Central Virginia Workforce Development Board (CVWDB) strategically utilizes co-enrollment across Workforce Innovation and Opportunity Act (WIOA) core programs to ensure efficient delivery of services and optimal use of available resources. By integrating services from multiple programs, the CVWDB provides participants with comprehensive support tailored to their unique needs while avoiding duplication and maximizing the impact of funding.

Co-Enrollment Strategy

Integrated Service Delivery Model: The CVWDB implements an integrated service delivery model at the Virginia Career Works Lynchburg Center, where WIOA core program staff work collaboratively to assess participants' needs and determine eligibility for multiple programs. Cross-trained staff ensure participants are co-enrolled in appropriate programs, such as WIOA Title I (Adult, Dislocated Worker, and Youth), Title II (Adult Education and Literacy), Title III (Wagner-Peyser Act Employment Services), and Title IV (Vocational Rehabilitation Services), among other workforce and supportive service programs offered at the center.

Comprehensive Assessments: Participants undergo a holistic intake and assessment process to identify their barriers, skills, and career goals. This process determines eligibility for co-enrollment in core programs that complement each other. A dislocated worker who is basic skills deficient may receive basic job search assistance from WIOA Title III Wagner-Peyser staff before being co-enrolled in both WIOA Title I Dislocated Worker services for long-term career development and WIOA Title II Adult Education services for GED preparation or ESL classes. This same participant might also be

enrolled in an occupational skills training program offered by the WIOA Title II provider, the Old Dominion JobCorps Center, or Central Virginia Community College (CVCC). JobCorps and CVCC are both core partners at the Virginia Career Works Lynchburg Center and referrals are made to these and other partners from the combined intake process, even when customers are not formally enrolled in a program offered by the center.

Collaboration Among Core Partners: Core partners of the Virginia Career Works Lynchburg Center include Adult and Career Education (ACE) of Central Virginia, Central Virginia Community College (CVCC), the Department for Aging and Rehabilitative Services (DARS), the Department for Workforce Development and Advancement (Virginia Works), Departments of Social Services (DSS) from each of the five localities in the workforce region, Goodwill Industries of the Valleys (SCSEP provider), HumanKind (One-Stop/Title I Program Operator), Lynchburg Community Action Group (LynCAG), Old Dominion Job Corps Center (ODJCC), and the Virginia Employment Commission (VEC). These partners collaborate to align services and share resources. Regular partner meetings and shared case management systems facilitate coordination and ensure that participants receive comprehensive and non-duplicative services.

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)]

The Central Virginia Workforce Development Board (CVWDB) oversees the one-stop delivery system, which brings together a network of partners outlined in the region's Memorandum of Understanding (MOU) to provide seamless and collaborative services. Operating under the Virginia Career Works banner, the system extends beyond the physical workforce center to ensure that individuals and employers can access high-quality workforce development services wherever they are needed. Core partners including Adult and Career Education (ACE) of Central Virginia, Central Virginia Community College (CVCC), the Department for Aging and Rehabilitative Services (DARS), the Department for Workforce Development and Advancement (Virginia Works), Departments of Social Services (DSS) from each of the five localities in the workforce region, Goodwill Industries of the Valleys (SCSEP provider), HumanKind (One-Stop/Title I Program Operator), Lynchburg Community Action Group (LynCAG), Old Dominion Job Corps Center (ODJCC), and the Virginia Employment Commission (VEC) align resources and coordinate strategies to deliver integrated services. This collaborative model ensures that job seekers, workers, and employers benefit from a unified approach to workforce development, supported by consistent branding and accessible outreach throughout the region.

Efforts to Ensure Continuous Improvement

Performance Monitoring and Evaluation: The CVWDB regularly monitors the performance of eligible service providers to ensure compliance with WIOA standards and alignment with regional workforce needs.

Partner Training and Technical Assistance: The CVWDB offers ongoing professional development opportunities for one-stop staff and service providers to stay updated on industry trends, labor market changes, and best practices in workforce development. Cross-training initiatives ensure that service providers understand the full scope of available programs, enabling better coordination and

referrals.

Employer and Job Seeker Feedback: The CVWDB collects feedback from employers, job seekers, and community partners to ensure that services remain relevant and effective. Surveys provide insights into user satisfaction and identify gaps in service delivery.

Collaboration with Core Partners: Core partners, including HumanKind, DARS, VEC, ACE of Central Virginia, and others, collaborate to share resources and align services with workforce demands. Regular partner meetings foster open communication and collective problem-solving to address challenges and enhance service quality.

Meeting the Needs of Employers, Workers, and Job Seekers

For Employers: Customized recruitment services, job postings, and hiring events are offered to meet immediate and long-term workforce needs. Training programs, such as on-the-job training (OJT) and incumbent worker training, support employers and help upskill their workforce.

For Job Seekers and Workers: Career counseling, interview coaching, job search assistance, resume development, skills assessments, and access to training programs equip workers to advance in their careers. Supportive services, such as childcare and transportation assistance, remove barriers to participation. Programs targeting individuals with barriers to employment ensure equitable access and support.

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 Central Virginia Workforce Development Board (CVWDB) is committed to ensuring that all individuals, including those in remote and underserved areas, have equitable access to the services provided through the one-stop delivery system. To achieve this, the CVWDB employs a combination of technology, remote services, and strategic partnerships to expand access across the region. Through these strategies, the CVWDB ensures that the one-stop delivery system is inclusive and accessible, enabling individuals across Central Virginia to participate in workforce development programs and achieve meaningful employment outcomes.

Use of Technology

The Virginia Workforce Connection (VaWC) serves as a central online platform where job seekers can search for jobs, access training opportunities, and connect with career services remotely. Virtual workshops, webinars, and career counseling sessions are offered to provide flexibility and eliminate transportation barriers. Digital tools, such as virtual career fairs and online application portals, enable employers and job seekers to interact efficiently without the need for in-person meetings.

Remote Service Delivery

The CVWDB partners with community organizations to deliver workforce services through remote access points, such as libraries, community centers, and faith-based organizations. Remote career navigation services include resume assistance, job search support, and access to training resources in rural and underserved communities. One-Stop and WIOA Title I staff are also available to meet

with individuals on demand at remote access points.

Collaborative Outreach

Core partners of the local area's one-stop system extend services to remote areas through satellite offices and outreach events. Adult and Career Education (ACE) of Central Virginia represents the workforce system in public schools across each of the workforce area's five localities. DARS and Title I have staff embedded in local schools and leadership that actively represents the workforce system at community events. Collaboration with local departments of social services ensures that workforce services are accessible at locations where individuals already receive other forms of support.

- 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)]

The Central Virginia Workforce Development Board (CVWDB) is committed to ensuring that all services and programs within the Virginia Career Works Lynchburg Center are fully accessible, both physically and programmatically, in compliance with WIOA Section 188 and the Americans with Disabilities Act of 1990. The board has implemented policies and procedures to guarantee that facilities, programs, services, technology, and materials are accessible to individuals with disabilities. Additionally, staff training and support mechanisms are in place to address the needs of individuals with disabilities effectively.

Physical and Programmatic Accessibility

Accessible Facilities: The Virginia Career Works Lynchburg Center is designed to be fully ADA-compliant, ensuring that individuals with disabilities can access all services, programs, and activities. This includes barrier-free entryways, accessible restrooms, and appropriate accommodations for individuals with mobility impairments.

Accessible Technology and Materials: Technology and materials are provided in formats that accommodate individuals living with various disabilities. Audiotape access to an "Equal Opportunity is the Law" notice is available for individuals with visual impairments. Written materials are available in alternative formats and languages for those with limited English proficiency or other disabilities. Adaptive technology, such as screen readers and magnification software, is available at the one-stop center to assist individuals with visual impairments or learning disabilities.

Program Accessibility: Services are delivered in the most integrated environment appropriate for individuals with disabilities, ensuring equitable access and meaningful participation in workforce development activities.

Staff Training and Support

Training on Equal Opportunity and Accessibility: All workforce staff and partners receive regular

training on the requirements of WIOA Section 188 and ADA compliance. The One-Stop Coordinator holds quarterly Equal Opportunity (EO) Training Sessions with partners in the workforce system to ensure they remember how to utilize accessibility tools in the center and work with those with needs. Topics include:

- Recognizing and addressing the needs of individuals with disabilities.
- Implementing reasonable accommodations.
- Communicating effectively with individuals who have disabilities, including those who are non-verbal or use assistive devices.
- Utilizing technology for widespread benefit.

Equal Opportunity Officer Oversight: The CVWDB employs an Equal Opportunity (EO) Officer to oversee compliance with nondiscrimination policies and address any grievances related to accessibility. The EO Officer provides technical assistance to staff and partners, ensuring adherence to legal requirements and promoting best practices.

Collaboration and Continuous Improvement

Partner Collaboration: Core partners, including the Department for Aging and Rehabilitative Services (DARS), provide expertise and resources to enhance accessibility. DARS staff assist in identifying and implementing accommodations tailored to individual needs. The CVWDB also works with community organizations specializing in disability services, such as the Lynchburg Area Center for Independent Living (LACIL) to stay informed about emerging accessibility solutions and best practices.

Compliance Monitoring: Regular monitoring of one-stop facilities and services is conducted to ensure ongoing compliance with accessibility standards. Any identified deficiencies are addressed promptly through corrective action plans.

Participant Feedback: Feedback from individuals with disabilities is actively sought to identify barriers and improve service delivery. The CVWDB integrates this input into its continuous improvement processes.

Grievance and Complaint Procedures

The CVWDB has established a robust grievance and complaint process to address any concerns related to discrimination or lack of accessibility. Participants can file complaints with the EO Officer or escalate them to state monitors and/or the Civil Rights Center (CRC) of the U.S. Department of Labor if necessary. Procedures for filing complaints are communicated to all participants during orientation, and assistance is provided to those requiring accommodations during the process. Additionally, information about equal opportunity rights and contact information for customers who wish to file a grievance is made available on the Virginia Career Works Central Region website and on all outreach materials distributed by workforce board and one-stop center staff.

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

The Central Virginia Workforce Development Board (CVWDB) collaborates with a network of core and required partners at the Virginia Career Works Lynchburg Center to deliver comprehensive

workforce services. These partners, operating under a shared Memorandum of Understanding (MOU), contribute distinct roles and resources to support the one-stop delivery system, ensuring a seamless experience for job seekers, workers, and employers. Each partner's contributions are designed to align with WIOA requirements and regional workforce development priorities.

Core and Required Partners and Their Roles

HumanKind (One-Stop Operator and WIOA Title I Program Operator):

- Provides career services and training activities for adults, dislocated workers, and youth under WIOA Title I.
- Facilitates referrals among partners, manages day-to-day operations of the one-stop center, and ensures service alignment and integration.

Virginia Employment Commission (VEC):

- Administers unemployment insurance (UI) programs and provides meaningful UI assistance, ensuring seamless connection to reemployment services for UI claimants.

Adult and Career Education (ACE) of Central Virginia (WIOA Title II):

- Provides adult education and literacy programs, including high school equivalency (GED®) preparation, English as a Second Language (ESL) instruction, basic skills training, and occupational skills training under the supervision of the Virginia Department of Education.
- Collaborates on career pathways and integrated education and training programs.

Department for Aging and Rehabilitative Services (DARS) (WIOA Title IV):

- Offers vocational rehabilitation services to individuals with disabilities, including job coaching, assistive technology, and career counseling.
- Supports accessibility initiatives and provides expertise in addressing the needs of individuals with disabilities.

Goodwill (Senior Community Service Employment Program - SCSEP):

- Provides training and job placement services for older workers, focusing on skill development and transition to unsubsidized employment.

Central Virginia Community College (CVCC):

- Offers career and technical education programs, workforce certifications, and customized training aligned with regional labor market needs.
- Provides dual-enrollment opportunities for high school students and adult learners.

Old Dominion JobCorps Center (ODJCC):

- Offers comprehensive residential education and training services, including job readiness and career counseling for youth and young adults.

Departments of Social Services (DSS) (Localities):

- Provides employment and training services through Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).
- Offers supportive services such as childcare and transportation to remove barriers to employment.

Lynchburg Community Action Group (LynCAG):

- Delivers community-based workforce programs, including support for low-income individuals and families, housing assistance, and financial literacy education.

Department for Workforce Development and Advancement (Virginia Works - WIOA Title III):

- Delivers Wagner-Peyser labor exchange services, including job matching, labor market information, and recruitment assistance for employers.
- Employs a Registered Apprenticeship Consultant who operates out of the Virginia Career Works Lynchburg Center as a regional home base, supporting employers and job seekers.
- Supports job seekers through workforce initiatives such as the Jobs for Veterans State Grant (JVSG), and Reemployment Services and Eligibility Assessment Grants (RESEA), among other programs.

Resource Contributions

Physical Resources: Co-located partners share office space, equipment, and technology at the Virginia Career Works Lynchburg Center, creating a centralized hub for workforce services.

Financial Contributions: Partners contribute to the infrastructure funding agreement (IFA) as outlined in the one-stop MOU, ensuring the sustainability of the one-stop delivery system.

Staffing and Expertise: Partners provide dedicated staff to deliver specialized services and ensure cross-agency coordination, including Career Navigators, vocational rehabilitation counselors, and employer engagement specialists.

Program Integration: Partners align their programs and resources to support shared goals, leveraging complementary funding streams to enhance service delivery.

Technology and Data Sharing: Partners utilize the Virginia Workforce Connection (VaWC) system

for case management and participate in a combined intake and triage process, enabling seamless referrals and coordinated service delivery.

- 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)]

The Central Virginia Workforce Development Board (CVWDB) utilizes online technology for intake and case management to streamline service delivery, enhance data sharing, and improve access to services for job seekers and employers. Intake is facilitated through two primary methods: the Virginia Workforce Connection (VaWC) and the online Virginia Career Works Central Region orientation.

Methods of Intake

Virginia Workforce Connection (VaWC):

- The VaWC system serves as the statewide platform for job seekers, employers, and workforce partners. It allows individuals to create profiles, complete initial intake information, and access a comprehensive suite of workforce development services.
- Participants use VaWC to register for services, upload resumes, search for jobs, and track their progress through workforce programs. The system also facilitates communication between job seekers, employers, and workforce staff.

Virginia Career Works Central Region Orientation:

- To enhance accessibility and provide a local entry point for services, the CVWDB offers an online orientation form on its Virginia Career Works Central Region website (<https://vcwcentralregion.com/orientation/>).
- This form collects essential intake information, such as contact details, employment history, and service needs, which is securely shared with workforce staff and partner agencies.
- The orientation page includes a video and information that introduces individuals to available services, explains next steps in their workforce journey, and provides referrals to appropriate programs and resources based on their input.

Integration and Coordination

Streamlined Data Sharing:

- Data collected through VaWC and the local orientation form is shared among partners, ensuring a unified approach to service delivery.
- This integration reduces redundancy and ensures that participants do not need to provide the same information multiple times, enhancing the user experience.

Coordinated Service Provision:

- Workforce staff from partner agencies have access to shared data to collaboratively develop Individual Employment Plans (IEPs).
- Shared access to intake information ensures that participants receive comprehensive support tailored to their needs.

Technology and Accessibility:

- Both VaWC and the online orientation are accessible remotely, allowing participants to initiate services at their convenience, regardless of location.
- These systems are mobile-friendly and compliant with accessibility standards, ensuring that individuals with disabilities or limited digital access can use them effectively.

Continuous Improvement

The CVWDB is committed to ongoing enhancement of its intake and case management systems. Future initiatives include:

- Expanding training for staff to optimize the use of technology-enabled systems.
- Collecting feedback from participants and partners to refine intake processes and improve overall service delivery.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners. [WIOA Sec. 108(b)(22)]
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Under the Workforce Innovation and Opportunity Act (WIOA), the Virginia Career Works Lynchburg Center collaborates with a variety of mandated partners as defined by federal and state law, as well as optional partners, to deliver a comprehensive range of workforce development services. These partners contribute their expertise and resources to meet the needs of job seekers and employers alike.

Mandated Partners and Their Services

HumanKind (One-Stop/Title I Program Operator):

- Administers WIOA Title I programs, including Adult, Dislocated Worker, and Youth services.
- Provides career counseling, job search assistance, training services, and supportive services.

Goodwill Industries (Senior Community Service Employment Program - SCSEP):

- Offers subsidized, work-based training opportunities for low-income, unemployed individuals aged 55 and older.

Virginia Employment Commission (VEC):

- Provides Meaningful Assistance to Unemployment Insurance Claimants.

Department for Workforce Development and Advancement (Virginia Works):

- Manages WIOA Title III programs, including Wagner-Peyser employment services.
- Provides job placement services, unemployment insurance assistance, and labor market information.
- Offers Rapid Response to support businesses undergoing layoffs and implement initiatives to avoid future layoffs.
- Supports employer engagement and workforce planning.

Adult and Career Education (ACE) of Central Virginia:

- Delivers WIOA Title II adult education services, including literacy, numeracy, and English language acquisition.
- Assists individuals in obtaining high school equivalency credentials.
- Provides occupational skills training to job seekers.

Department for Aging and Rehabilitative Services (DARS):

- Offers WIOA Title IV vocational rehabilitation services for individuals with disabilities.
- Focuses on workplace readiness, job placement, and accommodations.

Old Dominion JobCorps Center (ODJCC):

- Provides residential career training programs for youth ages 16–24, including technical skills, academic training, and social development.

Local Departments of Social Services (DSS):

- Administers Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) Employment and Training programs.
- Offers childcare assistance, transportation support, and case management.

Lynchburg Community Action Group (LynCAG):

- Provides services for individuals experiencing poverty, including housing support, financial counseling, and job readiness training.

Central Virginia Community College (CVCC):

- Delivers workforce training programs and postsecondary education aligned with local labor market demands.
- Supports job seekers through career exploration and skills development.

Optional Partners and Their Services

Nonprofit Organizations and Faith-Based Groups: Offer wraparound support services such as housing assistance, childcare, and mentoring. Organizations include: Bedford Christian Ministries, Lake Christian Ministries (Moneta), Lighthouse Community Center, Lynchburg Beacon of Hope, One Community One Voice (OCOV), Park View Community Mission, The Agape Center (Bedford County), The Salvation Army of Lynchburg.

Employers and Industry Associations: Provide input on workforce needs, participate in training program development, and host on-the-job training opportunities.

Economic Development Agencies: Facilitate connections between businesses and workforce resources to promote regional economic growth.

Secondary Education Institutions: Support career and technical education (CTE) programs, dual enrollment opportunities, and youth career exploration activities.

Community-Based Organizations: Organizations such as Horizon Behavioral Health provide substance abuse recovery, mental health services, and reentry programs for justice-involved individuals.

G. Identify the Virginia Workforce Center Operator for each site in the local area. [WIOA Sec. 108(b)(22)]

The designated operator for the Virginia Career Works Lynchburg Center, the sole Virginia Workforce Center in Local Workforce Development Area VII, is HumanKind. HumanKind serves as the One-Stop Operator under WIOA Title I, coordinating the delivery of workforce services and ensuring seamless collaboration among core partners. This includes managing daily operations, facilitating referrals, and aligning services to meet the needs of job seekers, workers, and employers in the region.

H. 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). [WIOA Sec. 108(b)(22)]

The Virginia Career Works Lynchburg Center is the sole comprehensive Virginia Workforce Center in the Local Workforce Development Area VII. It is located at:

3125 Odd Fellows Road,
Lynchburg, VA 24501

Co-Location Strategy

The Virginia Career Works Lynchburg Center operates under a co-location model that brings

together key workforce development partners to deliver seamless and integrated services to job seekers and employers. The center houses representatives from core and required partners. The co-location strategy fosters collaboration, enhances service delivery, and ensures that individuals can access a comprehensive range of workforce development services in one centralized location.

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|---|
| <p>I. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers. [WIOA Sec. 108(b)(22)]</p> |
|---|

There are currently no affiliate sites operating in Local Workforce Development Area VII. The CVWDB continually evaluates regional needs to determine if additional facilities or service expansions are warranted.

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| <p>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)]</p> |
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The Central Virginia Workforce Development Board (CVWDB) issues Individual Training Accounts (ITAs) to provide eligible participants with access to training programs that lead to employment in high-demand occupations. ITAs are issued under the following policy, process, and criteria, in compliance with WIOA requirements:

Policy and Process for ITAs

Eligibility Assessment:

- Participants are assessed through interviews, evaluations, or career planning sessions to determine their need for training services. Eligibility criteria include:
 - Inability to secure or retain employment leading to economic self-sufficiency without additional training.
 - Alignment of the selected training program with employment opportunities in the region.

Training Program Selection:

- ITAs can only be used for programs and providers listed on the state's Eligible Training Provider (ETP) list. Participants select programs that are directly linked to local or regional in-demand occupations.

Consultation and Planning:

- Participants work with case managers to develop an Individual Employment Plan (IEP) that identifies employment goals and training strategies. The IEP must reflect the participant's interests, aptitudes, and labor market demands.

Issuance and Approval:

- ITAs are issued after the participant, case manager, and training provider sign the necessary agreements. The training provider receives direct payment for tuition and associated costs.

Criteria for ITAs

Funding Limitations:

- The ITA funding limit is capped at \$10,000 per participant, which can be utilized over a period of up to two years (or 156 weeks for certain programs such as nursing degrees).
- Funds may cover tuition, books, supplies, tools, uniforms, and other training-related expenses.

Occupational Demand:

- ITAs must support training for occupations in demand within the local or regional labor market. Participants may pursue training for jobs in other regions if they provide a written commitment to relocate.

Participant Responsibilities:

- Participants must provide attendance records and progress reports to continue receiving ITA support. They must also ensure compliance with any loan repayment obligations if applicable.

Continuous Oversight and Evaluation

- Case managers regularly monitor participant progress and assist in resolving barriers that may hinder training completion.
- The CVWDB tracks ITA usage, participant outcomes, and overall program effectiveness to ensure alignment with local workforce needs and funding availability.

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)]

The Central Virginia Workforce Development Board (CVWDB) does not currently utilize training contracts.

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 Central Virginia Workforce Development Board (CVWDB) has established a robust process to ensure that training programs funded under the Workforce Innovation and Opportunity Act (WIOA) are aligned with in-demand industry sectors or occupations within the region, or in other areas where participants are willing to relocate. This process involves labor market analysis, stakeholder collaboration, and continuous monitoring to meet both participant and employer needs.

Labor Market Analysis and Industry Alignment

Use of Labor Market Data:

- The CVWDB leverages data from sources such as the Virginia Department of Workforce Development and Advancement (Virginia Works), JobsEQ®, and the Bureau of Labor Statistics (BLS) to identify high-growth industries and occupations in the region.
- Priority is given to occupations within industry sectors identified in the *Regional Workforce Roadmap*, such as healthcare, advanced manufacturing, information technology, and transportation/logistics.

Regional Employer Input:

- The CVWDB engages employers through sector partnerships and the Business Services Team to validate labor market findings and ensure training programs align with real-world workforce needs.
- Regular employer surveys and roundtables provide direct feedback on skills gaps and emerging demands.

Eligible Training Provider List (ETPL):

- All training programs eligible for WIOA funding must be listed on Virginia’s Eligible Training Provider List (ETPL), ensuring they meet state and regional standards for quality and relevance.
- Training providers must demonstrate strong placement rates in in-demand occupations to maintain their eligibility in Virginia.

Participant-Centered Approach

Individual Employment Plans (IEPs):

- Case managers work with participants to create Individual Employment Plans (IEPs) that align training choices with in-demand occupations and the participant’s career goals.
- Participants are encouraged to consider occupations in other regions if they express a willingness to relocate and provide documentation of relocation plans.

Career Pathways Development:

- Participants are guided toward career pathways that offer stackable credentials, enabling them to progress in their chosen field while meeting regional workforce demands.

Training Justification:

- Before approving training, participants and case managers must document the labor market demand for the chosen occupation, using data from VaWC and regional labor market reports.

Monitoring and Continuous Improvement

Tracking Participant Outcomes:

- The CVWDB tracks employment outcomes for participants who complete training programs to ensure alignment with in-demand sectors.
- Metrics such as placement rates, wage progression, and retention rates inform the continuous evaluation of training effectiveness.

Provider Performance Monitoring:

- The CVWDB conducts regular reviews of training providers to ensure they maintain high standards for program delivery and outcomes.
- Providers not meeting performance benchmarks are subject to corrective actions or removal from the ETPL.

Feedback from Stakeholders:

- The CVWDB incorporates feedback from participants, employers, and training providers to refine its process and ensure ongoing alignment with local and regional workforce needs.

Relocation Considerations

Support for Out-of-Area Opportunities:

- Participants who are willing to relocate for work are supported through job placement assistance in their target region.
- Training linked to out-of-area demand requires documentation, such as job postings or relocation commitments, to ensure WIOA funds are effectively utilized.

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

Coordination of Rapid Response Activities In the Central Virginia Workforce Development Area, rapid response activities are coordinated by the Virginia Department of Workforce Development and Advancement (Virginia Works) in collaboration with the Central Virginia Workforce Development Board (CVWDB) and its partners. These activities are designed to provide immediate assistance to businesses and workers affected by layoffs, closures, or other economic disruptions. When a layoff or closure is reported, the Virginia Works Rapid Response Coordinator promptly notifies the CVWDB, and a team is assembled to deliver services to impacted employees. In some cases the CVWDB staff will become aware of layoffs first and immediately notify the Rapid Response Coordinator. Services to employers and impacted workers include on-site orientations, information on unemployment insurance, career counseling, job search assistance, and referrals to training programs. Additionally, workshops on resume writing, interviewing skills, and financial planning are offered. The CVWDB ensures that impacted workers are seamlessly connected to resources available through the Virginia Career Works Lynchburg Center, facilitating access to

reemployment opportunities and supportive services. This collaborative approach minimizes the impact of job loss and helps workers transition to new career pathways quickly and effectively. When possible, the Business Services Team makes every effort to proactively learn about challenges an employer might be facing long before a layoff is necessary, to avert potential job cuts.

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. [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) fulfills its oversight and monitoring responsibilities for WIOA Title I programs through a structured process outlined in its Administrative Policy #203. This process ensures compliance with federal, state, and local regulations, promotes program integrity, and fosters continuous improvement.

Monitoring Activities

The CVWDB conducts both formal and informal monitoring of WIOA sub-recipients and contractors. Formal monitoring occurs at least annually and involves comprehensive reviews of administrative, financial, and programmatic aspects to assess adherence to WIOA regulations, Virginia Department of Workforce Development and Advancement (Virginia Works) policies, and specific contract terms. Informal monitoring, which may be announced or unannounced, is conducted throughout the program year to provide ongoing feedback and identify potential issues proactively.

Methodology

Monitoring is carried out by a Compliance and Monitoring Coordinator employed directly by the CVWDB using a standardized review methodology. This approach includes examining records and documents maintained by both the CVWDB administrative office and the service providers. On-site reviews are conducted to evaluate procedures and records directly. Findings are documented in written reports that detail any necessary corrective actions, concerns, and best practices observed. All monitoring documentation is accessible to the CVWDB, its committees, and federal and state officials.

Corrective Action and Follow-Up

When monitoring identifies areas of non-compliance or deficiencies, the CVWDB requires sub-recipients to develop and implement corrective action plans. These plans must outline specific steps and timelines for addressing the issues. The CVWDB staff ensures timely follow-up to verify that corrective actions are effectively executed, thereby maintaining program integrity and compliance.

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board. [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) conducts business in full compliance with the Sunshine Provisions of the Workforce Innovation and Opportunity Act (WIOA) to ensure transparency, accountability, and public engagement. These provisions are reflected in the CVWDB's Board Bylaws and operational practices, which mandate open access to board activities and decision-making processes.

Sunshine Compliance Measures

Open Meetings:

- All meetings of the CVWDB and its subcommittees authorized to take official action are open to the public. These meetings include discussions, deliberations, and decision-making processes involving the board's policies, programs, and operations.
- Official actions, such as establishing policy, making recommendations, and voting on board matters, are conducted in a transparent manner.

Public Notice:

- The CVWDB provides advance public notice of all regular, special, and rescheduled meetings in accordance with applicable Virginia state code provisions.
- Emergency meetings are only held under circumstances involving a clear and present danger to life or property, with public notice provided to the extent practicable.

Accessibility:

- All board meetings are held in locations that are physically accessible to individuals with disabilities. Upon request, meeting materials and information are provided in accessible formats, such as large print or digital versions compatible with assistive technology.

Public Voting:

- Votes by CVWDB members are cast publicly and, when conducted as roll call votes, are documented in the meeting minutes for transparency and accountability.

Written Minutes:

- The CVWDB maintains detailed written minutes for all public meetings, which include:
 - Date, time, and location of the meeting.
 - A list of members present.
 - The substance of official actions taken.
 - Records of roll call votes as needed.
 - Names of any citizens who provide testimony or public comments.

Staffing Plans and Transparency

The CVWDB also ensures that its staffing plans and workforce decisions align with the Sunshine Provisions by:

- Discussing significant staffing changes, organizational structures, and budget allocations during open board meetings.

- Publishing relevant staffing plans and updates in public meeting agendas and minutes to allow for stakeholder input and review.

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds. [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) employs a systematic and collaborative approach to ensure the timely and appropriate expenditure of Workforce Innovation and Opportunity Act (WIOA) funds. These methods and strategies are designed to maximize the impact of available resources while maintaining compliance with federal and state regulations.

Financial Oversight and Monitoring

Monthly Financial Reviews:

- CVWDB staff generate and review detailed monthly financial reports to track expenditures against budgeted allocations.
- These reports provide insight into spending trends, identify potential underspending or overspending, and guide corrective actions as needed.

Quarterly Meetings:

- Quarterly meetings are held with all Title I WIOA-funded partners to review financial performance, encumbrances, and progress toward meeting spending targets.
- Partners collaborate during these meetings to evaluate current expenditures, identify barriers to timely spending, and develop actionable strategies to address challenges.

Spending Projections and Adjustments:

- Projections are developed regularly to forecast expenditures for the remainder of the program year, ensuring that spending remains on track to meet established benchmarks.
- If necessary, the CVWDB reallocates funds to programs or initiatives demonstrating higher demand or immediate needs, ensuring optimal use of available resources.

Collaboration and Coordination

Regular Communication:

- CVWDB staff maintain open lines of communication between the WIOA Title I program operator and the CVWDB fiscal agent to address expenditure concerns in real-time.
- Ongoing collaboration helps ensure that all stakeholders within the CVWDB organization and across the regional workforce system are aligned on financial goals and strategies.

Performance Accountability:

- Spending targets are linked to performance metrics and program goals, encouraging partners to align financial decisions with desired outcomes.

Strategies to Address Underspending

Targeted Outreach:

- If spending is below target, the CVWDB and partners intensify outreach efforts to enroll additional participants, particularly in underutilized programs.
- Outreach strategies may include collaboration with community organizations, schools, faith-based institutions, and local employers to identify eligible participants.

Rapid Response and Special Projects:

- Funds are quickly allocated to support special initiatives, such as rapid response activities for displaced workers or expanded training opportunities in high-demand sectors.
- This flexibility allows the CVWDB to address urgent workforce needs while maintaining expenditure targets.

Increased Supportive Services:

- To encourage participation and retention, additional supportive services such as transportation, childcare, and tools are offered to eligible participants when funding permits.

Monitoring and Compliance

Regular State and Federal Audits:

- CVWDB financial practices are regularly audited to ensure compliance with WIOA regulations and alignment with expenditure guidelines.
- Audit findings are used to refine financial oversight processes and implement corrective actions as needed.

Performance Reports:

- Expenditure performance is regularly reported to the CVWDB and stakeholders, fostering accountability and transparency.

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 Central Virginia Workforce Development Board (CVWDB) ensures the neutral brokerage of

WIOA Title I services for Adult, Dislocated Worker, and Youth programs through a competitive procurement process that complies with federal and state regulations. This process aligns with the procurement policies of the board's designated fiscal agent, the Central Virginia Planning District Commission (CVPDC), and the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR 200).

Procurement Process

Request for Proposals (RFP):

- The CVWDB issues a Request for Proposals (RFP) for the provision of WIOA Title I Adult, Dislocated Worker, and Youth services. The RFP is developed in compliance with federal Uniform Guidance and CVPDC procurement guidelines.
- The RFP includes clear criteria for evaluation, such as:
 - Targeted service delivery to priority populations.
 - Demonstrated ability to leverage additional funding and resources.
 - Innovative strategies for program design and implementation.
 - Past performance and capacity to meet WIOA requirements.

Proposal Evaluation:

- A review team comprised of representatives from businesses, social service organizations, and community stakeholders evaluates proposals based on a scoring rubric outlined in the RFP.
- The evaluation process ensures transparency and objectivity, with recommendations made to the CVWDB for final approval.

Contract Terms:

- Contracts for WIOA Title I services are awarded for a three-year term, with annual renewals contingent on satisfactory performance and compliance with contract requirements.

Current Sub-Recipient/Contractor Information

One-Stop Operator and Program Operator:

- HumanKind currently serves as the One-Stop Operator and the program operator for WIOA Title I Adult, Dislocated Worker, and Youth services.
- Contract Term: The current contract with HumanKind is renewable annually through June 30, 2027, based on performance and adherence to WIOA guidelines.

Services Provided:

- As the program operator, HumanKind delivers comprehensive career services, training

opportunities, and support for job seekers and employers. This includes targeted services for priority populations such as individuals with barriers to employment, displaced workers, and youth.

Neutral Brokerage and Continuous Oversight

The CVWDB maintains neutrality in the delivery of services by:

- Conducting regular performance reviews of contracted organizations to ensure compliance with WIOA objectives.
- Soliciting feedback from stakeholders, including job seekers and employers, to inform future procurement cycles.
- Releasing competitive RFPs at the end of each contract renewal term to foster innovation and accountability.

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

The City of Lynchburg, Virginia government serves as the designated grant recipient for Virginia's Local Workforce Development Area (LWDA) VII, as appointed by the Central Virginia Workforce Development Board and LWDA VII Chief Local Elected Officials. The City of Lynchburg, Virginia government is responsible for the disbursement of WIOA funds and ensuring compliance with all terms and conditions of the LWDA VII annual WIOA grant allocation. This includes adhering to federal, state, and local regulations, maintaining accurate financial records, and supporting the financial operations of the Central Virginia Workforce Development Board (CVWDB), under its designated fiscal agent, the Central Virginia Planning District Commission (CVPDC).

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources. [WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) works to maximize the impact of WIOA funds by pursuing additional federal, state, local, and philanthropic resources to supplement its budget. This approach helps WIOA funds go farther and ensures comprehensive workforce development services for employer and job seeker customers. The CVWDB's strategy includes:

Collaborative Partnerships: Partnering with local, state and regional entities such as Local and Regional Governments, the Virginia Department of Workforce Development and Advancement (Virginia Works), Department for Aging and Rehabilitative Services (DARS), Central Virginia Community College (CVCC), and local Departments of Social Services (DSS) to align WIOA funds with complementary programs and services.

Co-Funding Initiatives: Leveraging WIOA money as matching funds to support initiatives co-funded by GO Virginia and other organizations. Career pathway development and sector strategy programs have benefitted from multi-source funding in recent grant cycles.

Private Sector Engagement: Engaging employers to contribute in-kind resources, such as equipment and personnel for training programs or staff time for mentorship, to supplement WIOA investments in job training and career readiness.

Grant Opportunities: Actively seeking additional funding through competitive federal, state, and local grants, as well as private foundation opportunities, to expand the reach and effectiveness of workforce development programs.

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

Figure 5.7: LWDA VII WIOA Negotiated Levels of Performance for PY 2024

WIOA Adults	
Employment (Second Quarter after Exit)	84.00%
Employment (Fourth Quarter after Exit)	81.00%
Median Earnings	\$8,000.00
Credential Attainment Rate	75.00%
Measurable Skill Gains	74.00%
WIOA Dislocated Workers	
Employment (Second Quarter after Exit)	89.00%
Employment (Fourth Quarter after Exit)	93.00%
Median Earnings	\$10,000.00
Credential Attainment Rate	75.00%
Measurable Skill Gains	75.00%
WIOA Youth	
Employment (Second Quarter after Exit)	79.00%
Employment (Fourth Quarter after Exit)	77.00%
Median Earnings	\$4,700.00
Credential Attainment Rate	68.50%
Measurable Skill Gains	68.00%

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)]

The Central Virginia Workforce Development Board (CVWDB) utilizes a comprehensive set of indicators to evaluate the performance and effectiveness of the local fiscal agent, contracted service providers, and the one-stop delivery system. These indicators align with the U.S. Department of Labor’s WIOA performance measures, ensuring accountability, continuous improvement, and alignment with local workforce development goals.

Performance Indicators for Contracted Service Providers and the One-Stop Delivery System

Employment Indicators:

- Employment Rate (2nd Quarter After Exit):
 - Measures the percentage of participants who enter unsubsidized employment during the second quarter after program exit.

- Employment Rate (4th Quarter After Exit):
 - Measures the percentage of participants who retain unsubsidized employment in the fourth quarter after exit.

Earnings Indicators:

- Median Earnings (2nd Quarter After Exit):
 - Tracks the median earnings of participants in unsubsidized employment during the second quarter after exit.

Credential Attainment:

- Credential Rate:
 - Measures the percentage of participants who earn a recognized post-secondary credential or high school diploma during program participation or within one year of exit.

Skills Development:

- Measurable Skills Gain:
 - Tracks the percentage of participants who achieve measurable skills gains during the program year, such as advancements in education or completion of training benchmarks.

Customer Satisfaction:

- Regular feedback is collected from job seekers and employers to assess satisfaction with services provided through the Virginia Career Works Lynchburg Center and contracted programs.

Fiscal Agent Performance Indicators

Timely Disbursal of Funds:

- Measures the fiscal agent's ability to disburse WIOA funds promptly and in accordance with the approved budget and federal guidelines.

Compliance and Reporting:

- Assesses the fiscal agent's adherence to federal, state, and local financial regulations, including timely submission of financial reports and audits.

Resource Management:

- Evaluates the fiscal agent's efficiency in managing resources to ensure that funds are maximized for program impact.

Financial Transparency:

- Ensures that financial records and reports are accurate, accessible, and available for review by stakeholders and oversight entities.

Monitoring and Continuous Improvement

Quarterly and Annual Reviews:

- Contracted service providers and the one-stop operator are evaluated on a quarterly basis for compliance with WIOA performance metrics and local program goals.
- The fiscal agent undergoes annual performance reviews to ensure financial accountability.

Corrective Action Plans:

- If performance deficiencies are identified, corrective action plans are implemented to address gaps and improve outcomes.

Collaboration with Partners:

- Regular meetings with service providers, the fiscal agent, and core partners facilitate the alignment of strategies and sharing of best practices to enhance system performance.

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)]

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board. [WIOA Sec. 108(b)(18)]

The Central Virginia Workforce Development Board (CVWDB) is committed to achieving and maintaining the status of a high-performing board by implementing strategies that prioritize accountability, collaboration, innovation, and responsiveness to workforce and economic development needs. The following actions outline the CVWDB's approach to sustaining excellence in governance, program delivery, and community impact.

Strategic Governance and Leadership

Data-Driven Decision Making: The CVWDB leverages labor market information, performance metrics, and regional workforce data to guide strategic planning and decision-making processes. Regularly updated dashboards allow board members to monitor key indicators, such as employment rates, credential attainment, and business engagement.

Focused Strategic Planning: The CVWDB aligns its initiatives with regional economic goals and the Virginia Combined State Plan, ensuring strategies support high-growth sectors and emerging

opportunities. Ongoing evaluation of the *Regional Workforce Roadmap* ensures adaptability to changes in economic and workforce conditions.

Diverse and Engaged Membership: The board fosters a diverse membership that includes representatives from key industries, education, economic development, and community organizations. Regular orientation sessions and professional development opportunities are provided to ensure members are equipped to fulfill their governance roles effectively. Board members are actively engaged on CVWDB committees and asked to participate in the youth program or events that promote skilled careers.

Operational Excellence

Partner Collaboration: The CVWDB works closely with core partners, including the Virginia Department of Workforce Development and Advancement (Virginia Works), Virginia Employment Commission (VEC), Department for Aging and Rehabilitative Services (DARS), Adult and Career Education (ACE), JobCorps, and local economic development agencies, to deliver integrated workforce services. The Business Services Team facilitates employer engagement and ensures alignment of training programs with industry needs.

Continuous Improvement: The board conducts regular performance reviews of programs, providers, and one-stop operations to identify areas for improvement and implement corrective actions as needed. Monitoring and oversight mechanisms ensure compliance with WIOA regulations and alignment with performance benchmarks.

Innovative Service Delivery: Investments in technology, such as virtual career services and online training platforms, expand access to workforce development programs. Initiatives like the Educator Workforce Academy and Worlds of Opportunity Career Expo foster collaboration between education and industry, preparing the workforce of tomorrow.

Accountability and Transparency

Performance Accountability: The CVWDB consistently meets or exceeds WIOA performance measures, including employment rates, credential attainment, measurable skills gains, and customer satisfaction. The board tracks expenditures to ensure the timely and efficient use of WIOA funds.

Stakeholder Engagement: Regular public meetings, stakeholder surveys, and community outreach events provide transparency and gather input to refine programs and policies.

Compliance and Reporting: The board ensures full compliance with federal, state, and local laws, including WIOA Section 188 and Sunshine Provisions. Detailed reporting on financial and programmatic performance promotes accountability and trust.

Capacity Building and Innovation

Staff Development: Workforce staff and board members participate in ongoing professional development to stay informed about industry trends, labor market dynamics, and best practices in workforce development.

Pursuit of Additional Funding: The board actively seeks additional funding opportunities, including federal and state grants, philanthropic support, and private-sector partnerships, to enhance program capacity and innovation.

Adoption of Best Practices: The CVWDB regularly evaluates national and regional best practices to incorporate innovative approaches to workforce development and employer engagement.

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 plan. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

A draft of the Local Workforce Development Area (LWDA) VII Local Plan for PY 2024 – 2028 was made available for public comment December 20, 2024. A physical copy of the plan was posted outside the offices of the Central Virginia Planning District Commission, located at 828 Main Street, 12th Floor; Lynchburg, VA 24504. A digital copy of the draft local plan was posted on the Virginia Career Works – Central Region website at www.vcwcentralregion.com. Advertisements were placed on the Virginia Career Works – Central Region social media accounts on Facebook, Twitter/X, Instagram, and LinkedIn, with links to a digital copy of the draft local plan and a call for public feedback. Announcements about the availability of the local plan and a call for public comments was shared with workforce development stakeholders during community meetings and local events. Members of the Central Virginia Workforce Development Board, staff of the Virginia Career Works Lynchburg Center, and members of the Central Virginia Business Services Team were directly engaged during the writing and development of the local plan.

The public comment period closed on January 24, 2025. No public comments were received on the local plan. Realizing that the local plan is a living document, it is the practice of the CVWDB to keep the local plan posted and allow ongoing public comment in the interest of providing the broadest opportunity for the community to contribute suggestions for continuous improvement.

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 Board of Workforce Development Policy 300-06

[WIOA Sec. 108(b)(22)]

The Central Virginia Workforce Development Board (CVWDB) prioritizes professional staff development to ensure the delivery of high-quality workforce services. The following strategies outline the board’s commitment to continuous training, adherence to system and data requirements, performance measurement, and compliance with certification standards.

Continuous Training in Workforce Development Practices

Regular Training Programs: Workforce staff participate in regular training sessions on workforce development practices, including best practices for case management, employer engagement, and customer service. Training is conducted through in-person workshops, online modules, and conferences hosted by the Virginia Community College System (VCCS), Virginia Board of Workforce Development, and national workforce organizations.

Partner Collaboration: Staff receive cross-training with core partners, such as the Virginia Department of Workforce Development and Advancement (Virginia Works), DARS, and Adult and Career Education (ACE) of Central Virginia, to enhance service integration and knowledge-sharing across programs.

Industry-Specific Updates: Staff are provided with updates on labor market trends and regional economic developments to align their services with in-demand occupations and employer needs.

Effective Use of the Virginia Workforce Connection (VaWC) System

System Training: All workforce staff receive initial and ongoing training on the Virginia Workforce Connection (VaWC) system to ensure accurate and efficient use. Training focuses on data entry procedures, compliance requirements, and tools available for tracking participant outcomes.

Data Entry Timeliness: Staff are required to enter participant data into VaWC within prescribed timelines to maintain up-to-date records for performance reporting. Supervisors regularly monitor data entry activity to ensure accuracy and timeliness.

Support and Troubleshooting: Staff have access to technical support and guidance from VaWC administrators to address issues promptly and minimize disruptions to service delivery.

Measuring Staff Performance and Customer Service Quality

Performance Evaluations: Staff performance is evaluated annually against established benchmarks, including participant outcomes, employer engagement, and customer satisfaction. Individual goals are aligned with the board's strategic objectives and WIOA performance measures.

Customer Feedback: Customer satisfaction surveys are used to assess the quality of services provided by staff. Feedback is reviewed to identify areas for improvement and recognize exceptional service.

Ongoing Monitoring: Supervisors conduct regular observations of staff interactions with customers to ensure high standards of professionalism, responsiveness, and effectiveness.

Staff and Virginia Workforce Center Certification

Staff Certification: The CVWDB ensures that all staff meet and maintain certification requirements set by Virginia Board of Workforce Development Policy 300-06. Certification includes completion of mandatory training modules, continuous professional development, and compliance with workforce system standards.


Virginia Workforce Center Certification: The Virginia Career Works Lynchburg Center undergoes periodic certification as required by the Virginia Board of Workforce Development. Certification criteria include physical and programmatic accessibility, service integration, and adherence to branding and operational standards.


Continuous Compliance: The board monitors compliance with certification requirements through regular internal audits and performance reviews, ensuring the workforce center maintains its status as a certified comprehensive center.

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, and with the benefit of an open and inclusive plan development process and the required 30-day public comment period.

Local Area Name / #	Virginia Local Workforce Development Area 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: 434-258-8626

	
Nathaniel X. Marshall	2/3/25
Typed Name & Signature of WDB Chair	Date

	
John Hinkle	5 Feb 25
Typed Name & Signature of Chief Elected Official Consortium Chair	Date

The Chief Elected Official(s) designate(s) the following entity as the fiscal agent:

Entity: Central Virginia Planning District Commission

Contact: Alec Brebner, Executive Director

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

Phone/Email: 434-818-7601, alec.brebner@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. It is preferred to have all materials in a single document if practical.

1. Current Chief Elected Official Consortium Agreement:
https://www.vcwcentralregion.com/wp-content/uploads/Region-2000-Workforce-Development-Area-Council-Agreement_final_01252016.pdf
2. Current Chief Elected Official LWBD Agreement: <https://www.vcwcentralregion.com/wp-content/uploads/WDB-Council-Agreement-With-Signatures.pdf>
3. Current LWBD organizational chart <https://vcwcentralregion.com/wp-content/uploads/LWDA-7-Org-Chart.pdf>
 - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements (i.e. MOUs) between the LWBD 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/wp-content/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. LWDB Policies: provide the link to all policies on the LWDB website
 - a. <https://www.vcwcentralregion.com/public-documents/>