Strategic Plan

VIRGINIA
CAREER WORKS

PIEDMONT REGION

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Mission

Virginia Career Works-Piedmont Region (VCW-Piedmont) is one of 15 Workforce Development Boards in the Commonwealth of Virginia committed to addressing workforce development needs and combating unemployment. VCW-Piedmont aids in helping citizens understanding their merit, value, and worth, while building community wealth.

VCW-Piedmont serves unemployed and underemployed, career-seekers, businesses, individuals with disabilities, veterans, youth, re-entry individuals, career switchers, new graduates, and other diverse populations to mitigate workforce gaps and barriers, workplace inequities, lack of economic equity, and cultural competence.

Diversity, Equity, and Inclusion

Internal Statement

The Council and Board for VCW - Piedmont believe differences drive innovation. We employ this belief which will challenge us as a Council, Board, and Staff to empower and impact change in our organization by cultivating an intentional culture that embraces difference and values inclusion. Creating a sense of belonging builds an inclusive society and a sustainable economy. Representation at all levels is our social responsibility; therefore, we embody the diversity, equity, and inclusion (DEI) domains of intersectionality, equal access, respect, fairness, accessibility, inclusion, restorative or second chance, resiliency, and humility.

External Statement

VCW - Piedmont is uniquely positioned to lift and strengthen safe, courageous communities. We will lead from the front in the DEI domains of intersectionality, equal access, respect, fairness, accessibility, inclusion, restorative or second chance, resiliency, and humility.

DEI Framework

Virginia Career Works recognizes diversity will remain marginal unless it is central to the core of education, training, and outreach. This framework is designed as a comprehensive but flexible tool to increase awareness and help guide our body of work toward greater cultural competence, equity, and social justice across the region. The framework draws on the scope of Workforce Development which emphasizes three broad interrelated dimensions that provide an understanding of what organizational capacity for diversity looks like.

Strategy

The strategy is designed to meet the needs of local employers while leveraging resources to create a holistic workforce system that connects career-seekers with employers. This is aligned with the State workforce development goals and focus on industry sectors. VCW- Piedmont recognizes that within each industry, needs vary among employers, so it is crucial to validate data and information gathered from outside sources with our local businesses.

VCW - Piedmont recognizes the need to create a stable, competent, and prudent workforce. This can be accomplished by providing individuals with the resources and supportive services to help them overcome barriers and recognize their merit and worth. Supportive services include financial literacy, housing, childcare, transportation, and health and wellness literacy. In our role as the convener of partner workforce development, we will collaborate with and engage partners to cultivate this holistic approach.

Sectors

Healthcare Services	Business & Financial Services
Manufacturing & Distribution	Information Technology
Food & Beverage Production	Hospitality and Tourism

Strategic Priorities

Priority 1A

Collaborate with six business sectors to meet their needs. Leverage resources to create a workforce system that connects career-seekers and employers.

PY'21 Focus

- Implement a sector-focused career pathways approach to help employers expand the pipeline of skilled workers.
  - Collaborate with the business and industry to design a blueprint of workplace skills and competencies that fulfill workforce needs. Promote one or more employers serving as "champions."
- Assist businesses by supporting recruitment and retention strategies, such as screening potential employees, conducting hiring events, connecting employers to customized training, professional development, and offering incentives for hiring WIOA participants.
  - Develop an Employer Toolkit to promote common recruitment and talent attraction.
  - Develop a career readiness and success framework for career-seekers, current employees, and businesses.

Strategic Priorities

Priority 1A (continued)

Collaborate with six business sectors to meet their needs. Leverage resources to create a workforce system that connects career- seekers and employers.

PY'21 Focus

- Assist employers in creating programs that support mentorships, apprenticeships, internships, and work-based experiences to attract and retain talent.
    - Expand employers' outreach to better understand needs and emerging industries.
    - Leverage Board members' connections with employers.
    - Collaborate with Economic Development and Chambers of Commerce representatives in all counties to satisfy employers' current and future needs.
    - Identify core services available to businesses throughout the region and retain information in a centralized format.
        - Resource Guide

Longer-Term Focus

- Increase outreach to businesses through a unified regional approach.

Strategic Priorities

Priority 1B

Engage and mobilize a stable, competent, and prudent workforce to address the needs of business and industry.

PY'21 Focus

- Implement a sector-focused career pathways approach to help employees and career-seekers build financial stability.
    - In collaboration with partners, identify actions to assist individuals with employment barriers, including disabilities, veterans, youth, re-entry individuals, career switchers, new graduates, and other diverse populations by connecting them with workforce investment training, education, and supportive services.
- Collaborate with education partners to encourage accelerated attainment of industry credentials and certifications, including credit for prior work and life experiences.
- Educate youth, parents, and educators on sectors and career pathways and the opportunities for mentorships, apprenticeships, internships, and work-based experiences.

Strategic Priorities

Priority 1B (continued)

Engage and mobilize a stable, competent, and prudent workforce to address the needs of business and industry.

Longer-Term Focus

- Build community wealth and economic equity by connecting career-seekers with supportive and programmatic services.
- Collaborate with education partners to reinforce the needs for career-readiness training and certifications.
- Improve access to distanced learning opportunities.
- Create multi-generational programs with custom approaches for each group.
- Develop employer-validated career pathways with custom approaches for each group.
    - Use Labor Market Index (LMI) information to align education and training with businesses' job needs.
- Provide feedback to educational institutions on pipeline creation solutions for training workers, including stackable credentials, and a process for Competency-Based Education, Credit for Prior Learning and Noncredit-to-Credit articulation.

Strategic Priorities

Priority 2

Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.

PY'21 Focus

- Develop and implement a communication and outreach plan.
  - Convene meetings with local workforce leaders for strategic plan implementation and regularly update the strategy.
  - Establish a communication process to promote collaborative efforts and results, share community workforce events, and provide available resources.
    - Interactive Resource Guide
  - Develop and share an elevator pitch for Board members and others to use when discussing VCW - Piedmont and workforce development in the Region.
  - Develop an outreach plan and create awareness to mitigate generational poverty and structural racism across the workforce.

Strategic Priorities

Priority 2 (continued)

Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.

Longer-Term Focus

- Promote county and regional collaboration to leverage resources and expand innovative solutions.
    - Resource Guide, Interactive Business Solutions Teams, Employer Toolkit.
- Regularly collect and share information with policymakers to promote the value of the workforce system, its partners, and services.
- Encourage more youth and job-seekers to consider careers in the Sectors and trades.
    - Collaborate with K-12 and community colleges to hold job fairs for juniors and seniors.
- Recruit and promote the WIOA ETPL process to prospective providers and increase training opportunities to meet industry needs.

Strategic Priorities

Priority 3

Foster new collaboration and strengthen relationships with partners (State Workforce Board, DARS, DSS, Adult Ed, VEC, PVCC, GCC, LFCC, and Economic Developers).

PY'21 Focus

- Develop inclusive partnerships to leverage resources in all counties to support a business-driven workforce system.
- Identify economic and racial barriers that prohibit Regional job-seekers from reaching their potential and communicate barriers to the State Workforce Board.
- Support partner programs to ensure coordination of holistic workforce development.
- Build and strengthen partnerships with K-12 administrations, including Career and Technical Education, to align the needs of local employers with skill-focused training and education.

Longer-Term Focus

- Support partner and staff training to improve workforce development program awareness.
- Align with partners to avoid duplicative program efforts in the workforce development system.

Strategic Priorities

Priority 4

Realign VCW-Piedmont's Vision Statement to include diversity, equity and inclusion language for job seekers and employers.

PY'21 Focus

- Develop resources for workforce professionals to address workforce disparities, racial equality, economic equality, and racial justice issues across the Region.
- Develop a DEI framework to begin the implementation process.

Longer-Term Focus

- Leverage partner resources to improve the Region's ability to meet the workforce needs of diverse populations (LEP, LGBTQ+, Veterans, Re-Entry, etc.).

Governance Structure

Chief Local Elected Officials

The VCW - Piedmont Region Council is led by a Chief Local Elected Official (CLEO), or one designee from each of the 11 jurisdictions. The Council provides comprehensive oversight of the Piedmont Workforce Development Board (PWD) and WIOA programs and ensures partnerships (MOUs) are functioning effectively. It also acts as a visionary with the PWD Board for the region and acts as the Designator of Grant recipient for the City of Charlottesville. The Council is designated as the fiscal/administrative agent for the Central Virginia Partnership for Economic Development.

Virginia Career Works - Piedmont Board

The VCW-Piedmont Board represents a public-private partnership to ensure the region's workforce blueprint is robust, relevant, and equitable to address the gaps and barriers in the workforce ecosystem. VCW-Piedmont Board serves private sector employers, career-seekers, and sector strategies while building a strategic integrated service delivery system to sustain and scale workforce development in the region.

Committees

Executive Committee

The Executive Committee is responsible for handling the Board's business between meetings. This is the only committee that may take formal actions on behalf of the full Board. These actions could include, but are not limited to:

- Approval of financial reports including annual budgets, transfer of funds requests, budget modifications and budget vs. expenditures
- Approval of committee reports
- Approval of programmatic reports

Strategic Planning Committee

The Strategic Planning Committee (SPC) develops current, relevant, and streamlined processes to execute the Board's vision and goals that drive desired results for the Piedmont Workforce Development System. Specifically, the SPC provides guidance and best practices to ensure the education, business, industry, and job-seeker communities' workforce needs are fulfilled. The SPC provides analyses of economic and workforce development activities regarding target populations in addition to assessing the region's cultural DNA.

Diversity, Equity, and Inclusion Task Force

The Diversity, Equity, and Inclusion Task Force develops training plans for the Board, creates and updates the DEI Framework, and develops the DEI implementation plan.

Committees

Business and Education Outreach Committee

The Business and Education Outreach Committee enhances workforce collaboration efforts across the region while increasing awareness and advancing workforce resources and opportunities for youth, adults, and employers. In addition, Committee members frequently collaborate with schools, non-profits, and businesses across the region.

WIOA Committee

The WIOA Committee assists with issues relating to the One-Stop delivery system, which may include representatives of One-Stop partners. Additionally, they resolve problems relating to the provision of youth services, which must include community-based organizations with a demonstrated record of success in serving eligible youth. Lastly, they provide aid with operational conflicts concerning the provision of services to individuals with disabilities, including compliance-related problems with WIOA sec. 188.

SWOT Analysis

Strengths

VCW-P

- People-committed Staff and Board
- Staff knowledge/skills/abilities
- Diversity
- Career Centers (4 in region)
- Job-seeker outreach, including job fairs
- Active WIOA Committee

Partnerships & Organization

- Connectivity with CVPED & Council
- Interagency/community partners' relationships, collaboration and support
- Local government partnerships support, funding
- Committed business and industry

Education & Training

- Training and programs (ETPL)
- Committed post-secondary Workforce Deans
- K-12 CTE Programs

SWOT Analysis

Weaknesses

VCW-P

- Lack of strategy and comprehensive plan/planning
    - LEP services
    - DEI framework
    - Juvenile justice and re-renty
    - Cultural competence- lacks diversity
    - Scope of work
- Need direction and leadership; staff turnover and trust
- Lean budgets- limited capacity
- Lack of productive engagement within Region
- Meeting monitoring and compliance guidelines
- Provide employers' training
- Delayed financial reporting and billing
- Board topics
    - Orientation, including roles and responsibilities
    - Awareness- why we exist; WFD clarity
    - Face time with staff
    - Meeting attendance- inactive committees

Partnerships & Organization

- Connectivity between non-mandated partners

Regional Topics

- Ability to teach underserved populations
- Transportation (rural and urban)
- Broadband
- Housing
- Childcare

SWOT Analysis

Opportunities	Threats

VCW-P: Outreach and Marketing
• Share the VCW-P story through storytelling
• Interact in the Community
  ◦ Attend Chamber meetings
  ◦ Engage with communities, business and industry
  ◦ Engage private partners- create a Fact Sheet
  ◦ Connect with Human Resource Association
  ◦ Hold Board-sponsored events
  ◦ Hold regional meetings, scaffold services
  ◦ Create community of practice and connectivity
 	
Partnerships and Organization
• Develop interagency partnerships- share resources
• Evaluate current Board members and roles
 	
Education and Training
• Training through community colleges, K-12, CTE and align with business and industry
• Invest in learning management systems
• Put learner at center of development
• Capitalize on CATEC; Youth/Adult Programs
• Expand inventory of training opportunity
 	
Regional
• Growth in rural transportation
• Broadband access across the region
	VCW-P Management/Operations
	• Lean budgets, funding limitations
	• Size and diverse needs in the region
	• High turnover of VCW-P Leadership
	• Limited authority of One-Stop: IFA restrictions
	• Dominance of regulatory requirements/compliance and monitoring
	• Sustainability and scalability
	• Saturation of language and context
	• Lack of human capital to implement programs
	
	VCW-P Culture
	• Limited creativity and innovation
	• Entrenched attitudes- status quo
	• Lack of understanding and awareness
	
	Regional
	• Digital divide
	• Small employers lack engagement
	
	Economy and Global Topics
	• Innovation required in this "new world"
	• Economic changes
	• COVID-19

State Workforce Development Goals

Goal 1

Help individuals gain access to jobs with livable wages and opportunities for career progression by providing equitable and universal service delivery.

- Launch a fully integrated common access portal across Plan partners
- Leverage the Accessibility Task Force to ensure universal service delivery
- Use technology to bridge systems to provide universal access
- Develop career pathways for customers that align with the workforce needs of target industry sectors and provide career advancement opportunities.
- Use labor market information to better understand opportunities to improve access

State Workforce Development Goals

Goal 2

Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia's economy and regions.

- Leverage state and local Business Solutions Teams to ensure coordinated and consistent service/delivery
- Survey businesses and use labor market information to understand demands and skills that are needed
- Utilize sector strategies to engage businesses, economic development, education and training providers, and other community organizations, such as chambers of commerce.

State Workforce Development Goals

Goal 3

Develop a talented workforce with the skills, competencies, and credentials that meet Virginia's current and anticipated business needs.

- Utilize the national skills index to determine skills that matter to businesses and crosswalk the index to career pathways
- Allocate resources to programs and initiatives that demonstrate positive outcomes for participants
- Increase co-enrollment to provide customers with the best possible outcome
- Strengthen alignment of service/delivery with other workforce programs, such as corrections, social services, and veterans' services

State Workforce Development Goals

Goal 4

Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness.

- Enhance brand awareness of VCW as the American Job Center in the Commonwealth
- Expand connections between businesses and VCW to align services and strategies to meet business needs
- Increase utilization of sustainable work-based learning models, including Registered Apprenticeships
- Coordinate with workforce partners, including career and technical education opportunities.

State Workforce Development Goals

Goal 5

Reduce workforce system barriers through collaborative integration and innovative solutions.

- Include non-traditional, non-mandatory programs as service/delivery partners across Virginia's workforce system
- Leverage discretionary funds and supportive initiatives to remove barriers to employment (e.g., affordable childcare, transportation, housing)
- Support the development of workforce professionals to improve the capacity of the system
- Create opportunities for sharing promising practices among service delivery partners

Partners

- One-Stop Operator and Service Provider
- Mission Services – Career Coaching
- WIOA Title I - Adult, Dislocated Worker, and Youth Service Provider

- Vocational Rehabilitation Services
- Drug/Substance Abuse Services
- Vocational Evaluation
- WIOA Title IV – Vocational Rehabilitation

- Human services to vulnerable Virginians
- Benefits: VIEW, TANF, SNAP, childcare subsidies
- Career Coaching
- Foster Care/Adoption Services

- Unemployment Insurance Virginia
- Workforce Connection
- Job Matching Assistance
- WIOA Title III – Wagner-Peyser

- Veterans Benefits Claims
- Referrals to Additional
- Sources Spousal Support

Partners

- Vocational Training
- Free Education and Training
- Supports ages 16-24

- DOE – Carl D. Perkins
- Career Counseling
- Career Assessments
- Occupational Skills Training

Planning District 9 Planning District 10

- High School Equivalency/GED
- Adult Education/Tutoring
- English as a Second Language

- Head-Start Education
- Self-Reliance Education
- Assistance to Pre-K thru 12