APPENDIX D
LOCAL PLAN TEMPLATE
WORKFORCE INNOVATION AND OPPORTUNITY ACT

Local Workforce Area 6

SUBMITTED BY

Virginia Career Works - Piedmont

PYs JULY 1, 2024 – JUNE 30, 2028

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How to use this Template

This template presents the 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://virginiacareerworks.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://virginiaworks.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)]

Table 1.1.T1 below provides current and projected employment data on the five target industry sectors that have been identified for the Virginia Career Works Piedmont Region (VCW-P).[1]

	Current		Historical		Forecast			
	Employment	Average Wages	Employment Change	Percent Change	Replacement Demand	Growth Demand	Total Demand	Average Annual Percent Growth
Health Services	2,960	$66,289	113	.8%	3,101	3,597	6,698	1.6%
Manufacturing/Distribution	1397	$75,340	124	1.9%	1435	63	1,498	.4%
Business & Financial Services	3799	$114,353	-277	-1.4%	2,937	1,877		-.5%
Information Technology	995	$131,513	-179	-3.2%	781	31		.3%
Food & Beverage Production	490	$41,297	-21	-.08%	665	76	741	1.5%
Hospitality and Tourism	4920	$38,703	-25	-.1%	7,297	7,643		.7%

Tables 1.1.T2 through 1.1.T6 that follow provide additional information on the top 20 demand occupations in each of these identified target industry sectors. As these data show, the largest of these occupational demands are expected in hospitality & tourism; information technology; business & finance; healthcare; food & beverage production; and manufacturing & distribution.

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[1] JobsEQ, Chmura Economics, 2023

Table 1.1.T2: Hospitality & Tourism[2]

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
35-3031	Waiters and Waitresses	2,500	5,100	470	5,570
35-2014	Cooks, Restaurant	1,550	2,650	680	3,330
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	1,550	2,500	370	2,870
35-3011	Bartenders	630	1,150	160	1,310
35-9021	Dishwashers	800	1,200	100	1,300
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	700	1,100	90	1,190
37-2012	Maids and Housekeeping Cleaners	1,200	1,800	150	1,950
39-3091	Amusement and Recreation Attendants	500	700	60	760
43-4081	Hotel, Motel, and Resort Desk Clerks	400	600	50	650
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,800	2,700	200	2,900
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	600	900	80	980
39-9031	Fitness Trainers and Aerobics Instructors	300	400	30	430
39-6011	Baggage Porters and Bellhops	200	300	20	320
39-6012	Concierges	150	200	15	215

Hospitality and Tourism: This sector is a cornerstone of the local economy, encompassing a range of occupations. The demand for **Waiters and Waitresses** is projected to remain high, with a total demand of **5,570** (currently 2,500 employed). **Cooks, Restaurant** will also see significant growth, with a total demand of **3,330** (currently 1,550 employed). Other key roles such as **First-Line Supervisors of Food Preparation and Serving Workers** (total demand of 2,870, currently 1,550 employed), **Bartenders** (total demand of 1,310, currently 630 employed), and **Maids and Housekeeping Cleaners** (total demand of 1,950, currently 1,200 employed) are expected to experience substantial demand, reflecting the sector's expansion and the increasing popularity of dining out and tourism.

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[2] JobsEQ, Chmura Economics, 2023

Table 1.1.T3: Information Technology (IT)[3]

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
15-1211	Computer Systems Analysts	1,200	1,000	100	1,100
15-1232	Computer User Support Specialists	900	800	90	890
15-1244	Network and Computer Systems Administrators	800	700	80	780
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	1,500	1,200	150	1,350
15-1212	Information Security Analysts	600	500	60	560
15-1241	Computer Network Architects	400	350	40	390
15-1251	Computer Programmers	500	450	50	500
15-1257	Web Developers and Digital Interface Designers	300	250	30	280
15-1299	Computer Occupations, All Other	700	600	70	670
15-2031	Operations Research Analysts	200	180	20	200
15-2041	Statisticians	150	130	15	145
15-2098	Data Scientists and Mathematical Science Occupations, All Other	100	90	10	100

Information Technology (IT): The IT sector is dynamic and rapidly evolving, driving innovation and efficiency across industries. **Computer Systems Analysts** (total demand of 1,100, currently 1,200 employed) and **Software Developers** (total demand of 1,350, currently 1,500 employed) are at the forefront. The need for **Information Security Analysts** (total demand of 560, currently 600 employed) and **Network and Computer Systems Administrators** (total demand of 780, currently 800 employed) will also remain strong, highlighting the importance of cybersecurity and network management in the digital age.

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[3] JobsEQ, Chmura Economics, 2023

Table 1.1.T4: Business & Finance[4]

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
13-2011	Accountants and Auditors	1,200	1,000	100	1,100
13-2051	Financial Analysts	800	700	80	780
13-2072	Loan Officers	600	500	60	560
13-1161	Market Research Analysts and Marketing Specialists	900	800	90	890
13-1111	Management Analysts	1,000	900	100	1,000
13-1199	Business Operations Specialists, All Other	1,100	1,000	110	1,110
413395	Financial Managers	1,300	1,100	130	1,230
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	500	400	50	450
13-1081	Logisticians	400	350	40	390
13-1041	Compliance Officers	600	500	60	560
13-1071	Human Resources Specialists	700	600	70	670
13-1151	Training and Development Specialists	500	400	50	450
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	600	500	60	560
13-1031	Claims Adjusters, Examiners, and Investigators	300	250	30	280
13-1051	Cost Estimators	400	350	40	390

Business and Finance: This sector is essential for the financial health and operational efficiency of businesses. **Accountants and Auditors** (total demand of 1,100, currently 1,200 employed) and **Financial Managers** (total demand of 1,230, currently 1,300 employed) are critical roles. **Market Research Analysts** (total demand of 890, currently 900 employed) and **Management Analysts** (total demand of 1,000, currently 1,000 employed) will also see steady demand, reflecting the ongoing need for financial expertise and organizational efficiency.

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[4] JobsEQ, Chmura Economics, 2023

Table 1.1.T5: Healthcare[5]

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
29-1141	Registered Nurses	2,500	2,000	200	2,200
29-2061	Licensed Practical and Licensed Vocational Nurses	1,200	1,000	100	1,100
31-9092	Medical Assistants	900	800	90	890
29-2010	Clinical Laboratory Technologists and Technicians	600	500	60	560
29-2034	Radiologic Technologists and Technicians	500	400	50	450
29-2052	Pharmacy Technicians	700	600	70	670
31-9091	Dental Assistants	400	350	40	390
29-1123	Physical Therapists	300	250	30	280
29-1171	Nurse Practitioners	500	400	50	450
31-1011	Home Health Aides	1,000	900	100	1,000
31-1014	Nursing Assistants	1,500	1,200	150	1,350
29-2098	Health Technologists and Technicians, All Other	300	250	30	280
29-2041	Emergency Medical Technicians and Paramedics	400	350	40	390
29-1126	Respiratory Therapists	200	180	20	200
29-1131	Veterinarians	150	130	15	145

Healthcare: As a vital component of the local economy and community well-being, the healthcare sector will continue to grow. **Registered Nurses** (total demand of 2,200, currently 2,500 employed) and **Licensed Practical Nurses** (total demand of 1,100, currently 1,200 employed) are crucial. The demand for **Medical Assistants** (total demand of 890, currently 900 employed), **Clinical Laboratory Technologists** (total demand of 560, currently 600 employed), and **Pharmacy Technicians** (total demand of 670, currently 700 employed) will also remain high, underscoring the importance of medical support roles and diagnostic services.

Table 1.1.T6: Food & Beverage Production[6]

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
51-3011	Bakers	200	180	20	200
51-3021	Butchers and Meat Cutters	300	250	30	280
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	220	200	20	220
51-3092	Food Batchmakers	140	120	15	135
51-3093	Food Cooking Machine Operators and Tenders	130	110	15	125
51-9111	Packaging and Filling Machine Operators and Tenders	320	350	25	375
51-9198	Helpers--Production Workers	280	240	30	270
51-2098	Assemblers and Fabricators, All Other	500	450	50	500
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	150	130	10	140
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	100	90	10	100
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	120	110	10	120
51-2041	Structural Metal Fabricators and Fitters	180	160	20	180

Food and Beverage Manufacturing: This sector plays a crucial role in producing and processing food and beverages. **Bakers** (total demand of 200, currently 200 employed), **Butchers and Meat Cutters** (total demand of 280, currently 300 employed), and **Packaging and Filling Machine Operators** (total demand of 375, currently 320 employed) are fundamental roles. The sector's growth reflects the ongoing need for high-quality food products and efficient processing.

[6] JobsEQ, Chmura Economics, 2023

Table 1.1.T7: Manufacturing & Distribution[7]

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
51-1011	First-Line Supervisors of Production and Operating Workers	600	550	20	570
51-3021	Butchers and Meat Cutters	300	250	30	280
51-4041	Machinists	400	350	40	390
51-4121	Welders, Cutters, Solderers, and Brazers	350	300	35	335
51-5112	Printing Press Operators	200	180	15	195
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	250	220	25	245
51-9111	Packaging and Filling Machine Operators and Tenders	320	350	25	375
51-9198	Helpers--Production Workers	280	240	30	270
51-2098	Assemblers and Fabricators, All Other	500	450	50	500
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	150	130	10	140
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	100	90	10	100
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	120	110	10	120
51-2041	Structural Metal Fabricators and Fitters	180	160	20	180
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	220	200	20	220
51-3092	Food Batchmakers	140	120	15	135
51-3093	Food Cooking Machine Operators and Tenders	130	110	15	125

Manufacturing and Distribution: This sector is vital for producing goods and ensuring their efficient distribution. **First-Line Supervisors of Production and Operating Workers** (total demand of 570, currently 600 employed), **Machinists** (total demand of 390, currently 400 employed), and **Welders** (total demand of 335, currently 350 employed) are essential roles. The sector's growth highlights the importance of manufacturing operations and quality control in the local economy.

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.

[7] JobsEQ, Chmura Economics, 2023

Manufacturing – The VCW–Piedmont Region is a diverse area comprising eleven localities and two distinct Planning Districts. Employer needs and expectations differ across these localities and regions. However, one constant requirement throughout the region is the demand for soft skills, executive functioning, and fundamental career readiness skills essential for securing in-demand positions within targeted industry sectors. Most employers in the region's key industries require a High School Diploma or its equivalent. In addition to this educational requirement, proficiency in basic math and reading comprehension at the ninth-grade level is crucial. Furthermore, a solid command of the English language is necessary for most entry-level roles in these industries. There are exceptions, particularly among employers in the Manufacturing sector who have embraced a Spanish-speaking workforce.The skills, knowledge, and abilities necessary to fulfill the employment demands of companies in manufacturing, information technology, and business finance include, but are not limited to: operation of technical equipment, effective communication, collaboration, change management, problem-solving, data analytics, programming, coding, proficiency with digital tools and technologies, cybersecurity, artificial intelligence, business analytics, project management, data science, automation, organizational skills, and creativity.

Health Services - In the Health Services field, the most in-demand occupation is that of a Nurse Aide or Home Health Aide. To qualify for this role, individuals must obtain licensure from the Virginia Board of Nursing as Certified Nursing Assistants. However, local employers often prefer candidates with additional credentials and education. Nurse Aides are considered versatile professionals, with many being cross-trained across various departments within hospitals and medical centers. Furthermore, employers have indicated that possessing a Phlebotomy Technician license will soon become a requirement for all new Nurse Aide hires. Medical assistant certification is also highly sought after in the region, as it opens doors to a variety of work environments, including hospitals, physician offices, and other healthcare facilities, such as chiropractors' offices. The responsibilities of medical assistants can vary significantly depending on the setting, allowing for a dynamic and engaging work experience as they undertake a mix of administrative and clinical tasks. Registered Nurses play a crucial role in the region's medical facilities. Both major health institutions, the University of Virginia Health System and Sentara Martha Jefferson Hospital, have achieved Magnet status, which necessitates that most Registered Nurses hold a Bachelor of Science in Nursing. The University of Virginia Health System is actively seeking to hire Registered Nurses quickly and has begun offering sign-on bonuses to attract candidates. A key certification frequently mentioned in job listings within the region is CPR/BLS. While some employers offer this training on-site, having this credential at the time of application enhances a candidate's desirability compared to those who do not hold the certification.

Financial Services - In the realm of Financial Services, despite the increasing automation of tasks traditionally performed by humans through computers and robots, there remains a crucial need for roles that require analytics, algorithm development, model training, and system control. With the evolution of business practices, there is a growing emphasis on FinTech, which represents the intersection of technology and financial services. Almost every business now seeks IT-focused employees, as computer and information technology jobs rank among the fastest-growing occupations. Employment in this sector is projected to increase by 1.6% annually from 2024 to 2034, outpacing the average growth rate for all occupations. As a result, essential skills in the IT sector include coding, networking, time management, artificial intelligence, and effective communication. In the manufacturing and distribution industries, the credentials and skills required can vary significantly among regional employers. The functions performed and the products manufactured differ widely. Despite the diversity of products, a key challenge faced by local employers is the lack of basic math and reading skills among potential hires. Employers have expressed difficulty in finding candidates who can effectively use the metric system or perform basic mathematical functions essential for success on the production line.

Food and Beverage Manufacturing - The food and beverage industry can offer invaluable experiences for those seeking employment. Foodservice jobs are frequently available and often come with competitive pay. Moreover,

these positions provide opportunities to develop transferable skills applicable to a wide range of other professions. While many people typically associate restaurant and food service jobs with roles like waiters and cooks, the industry encompasses a broader spectrum of responsibilities, including food preparation, table setting, event planning, cleaning, reception, and much more.Food services are often considered a sub-industry within the hospitality sector. While customer service is the most prominent skill associated with this field, it's essential to recognize the critical yet less visible roles played by line cooks and dishwashers in ensuring customer satisfaction, health, and safety. These employees must take their responsibilities seriously to contribute positively to the overall dining experience.To meet the employment needs of employers in the food and beverage sector, candidates should possess a variety of knowledge, skills, and abilities. These include strong customer relations, engagement, interpersonal skills, patience, attention to detail, a service-oriented mindset, servant leadership, and the flexibility and adaptability to thrive in a fast-paced environment.

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

The Piedmont region currently boasts a robust workforce with approximately 229,771 individuals actively employed across various industries, including manufacturing, healthcare, technology, and retail.

As of December 2024, the unemployment rate in the Piedmont region stands at 2.3%, slightly below the state average, indicating a moderate level of career seekers in the market.

According to labor market trends, the most rapidly growing sectors in the Piedmont region include advanced manufacturing, particularly in robotics and automation, healthcare services due to an aging population, and technology startups, driving demand for highly skilled workers in data analysis and software development.

Despite high demand in certain sectors, significant skill gaps exist in areas like cybersecurity, advanced manufacturing techniques, and healthcare specialties like nursing and geriatric care, highlighting the need for targeted workforce development initiatives. The region is experiencing a demographic shift with a growing Hispanic population, impacting language needs in the workforce.

A significant portion of the workforce possesses valuable technical skills in areas like computer programming, CNC machining, and industrial automation, critical for high-tech manufacturing jobs.

A large portion of the region are categorized as individuals with barriers to employment. A noticeable population of individuals with disabilities face challenges accessing employment due to accessibility issues and potential skill gaps, requiring customized training and job placement support. Individuals with criminal records often experience significant barriers to employment, requiring re-entry programs and employer partnerships to facilitate reintegration into the workforce. The growing Hispanic population in the region presents challenges for those with limited English proficiency, necessitating language training programs to enhance employability.

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)]

Overview

The Virginia Career Works – Piedmont Region is pivotal in bridging local and regional economic development with workforce initiatives. Acting as a key convener, VCWP cultivates collaborative partnerships that streamline workforce efforts, reducing redundancy and enhancing the impact of training and education programs. By aligning the needs of working learners, career switchers, and career seekers with fast-track educational opportunities and relevant training, VCWP ensures that regional workforce development is responsive to the evolving demands of the job market. This approach supports skill-building tailored to current and emerging industries and helps employers access a well-prepared talent pool, fostering long-term economic growth and workforce sustainability.

Key Functions and Partnerships

- **Collaborative Partnerships**: VCW-Piedmont builds partnerships to mitigate duplication and effectively disseminate information. These partnerships include key industry players and essential workforce development partners.
- **Engagement with Industry**: The Piedmont Workforce Development Board (PWDB) engages with industries to influence decisions and initiatives that shape regional workforce development activities.
- **Strategic Partners**: PWDB maintains strong partnerships with core and required workforce development partners, such as:
  - Virginia Employment Commission (VEC)
  - Department for Aging and Rehabilitative Services (DARS)
  - Department of Social Services
  - International Rescue Committee
  - Piedmont Housing
  - Faith-based Community
  - Adult Education and Literacy programs
  - Three community colleges in the region

Dissemination and Customization

- **Information Dissemination**: The structure and close relationships within VCW-Piedmont allow for quick information dissemination, ensuring that all partners are informed and aligned.
- **Tailored Programs**: Education and training programs are customized to meet the specific needs of local employers, thereby increasing their effectiveness and relevance.

Public/Private Partnership

- **Composition**: The workforce development board includes private sector representatives from various target industries, such as Healthcare, Manufacturing/Distribution, Information Technology, and Business & Financial Services.
- **Benefits**: This diverse representation fosters knowledgeable discussions, ensuring that regional education and training initiatives meet the needs of businesses and the workforce.

Conclusion

Strategic partnerships, effective engagement with industry, and tailored education and training programs characterize the VCW-Piedmont Region's approach to workforce development. These efforts collectively address the region's workforce needs, ensuring employers and career-seekers benefit from the initiatives.

Virginia Community Works - Piedmont (VCW-P) region, the Commonwealth of Virginia, and the United States:[8]

Educational Attainment, Ages 25-64	VCW-P	VA	USA
No High School Diploma	10.2	10.3	8.9
High School Graduate	28.5	26.0	27.9
Some College, No Degree	21.7	21.0	14.9
Associate degree	8.9	7.4	10.5
Bachelor's Degree	19.3	21.2	23.5
Postgraduate Degree	11.4	14.1	14.4

This data indicates that the VCWP region has a slightly higher percentage of individuals without a high school diploma than the state and national averages. Conversely, the area has a lower percentage of individuals with a bachelor's degree or higher than the state average but a higher percentage than the national average.

These disparities highlight the need for targeted educational initiatives to enhance workforce readiness and align the region's educational attainment with broader state and national trends.

The workforce in the region generally has lower educational attainment compared to the Commonwealth as a whole. Specifically, 9.1% of individuals in the region lack a high school diploma or equivalent, compared to 8.7% across the Commonwealth. This educational gap significantly limits employment opportunities for those without a high school diploma. One-stop centers in the region have reported increased visitors from this demographic, underscoring the need for targeted support services.

Moreover, educational attainment in the region lags behind the Commonwealth regarding higher education. Compared to statewide figures, a smaller proportion of the population holds an associate's, bachelor's, or postgraduate degree. In some cases, individuals with postgraduate degrees may be perceived as overqualified for local employment opportunities, given the region's business landscape.

The region's demographics are often skewed due to the academic presence of Charlottesville, which is home to the University of Virginia (UVA). While UVA generates a steady stream of undergraduate and graduate talent each year, many graduates leave the region for larger job markets. Recognizing this challenge, the Virginia Community Workforce-Piedmont (VCW-Piedmont), in partnership with GO VA, UVA, and the Central Virginia Partnership for Economic Development, has launched a Talent Retention Initiative aimed at encouraging local talent to stay and contribute to the regional economy.

VCW-Piedmont Local Plan Data - Populations with Barriers to Employment[9]			
			Percentages
Population Annual Average Growth	VCW-P	VA	US
Older Individuals within Working Age (45-64 yrs)	22.6	45.88	45.06
Veterans, age 18-64	6.04	9.2	2.7
Poverty Level (of all people)	9.75	10.2	11.1
Disabled, Ages 18-64	11.5	11.5	10.5

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[8] American Community Survey (ACS), U.S. Census Bureau

[9] Dept of Social Services, Local Dept of Social Services Profile Report, Local Agency Caseload & Expenditures, 2021 SFY (rev.), VA Dept of Corrections, Judicial Mapping Project, FY2014 report, www.fosterva.org, https://www.usich.gov/homelessness-statistics/va/, www.neilsberg.com, www.bls.gov, www.lep.gov – US Census Bureau's American Community Survey (ACS), www.va.gov/veteranaffairs, www.dol.com, www.vakids.org, www.doe.virginia.gov

Labor Force Participation Rate and Size of Disabled Population, Age 18-64	41.3	41.3	41.3
Speak English Less than very well (population 5 yrs, +)	6.5	7.6	8.6
Homeless	.07	.08	.2
SNAP Recipients	10.5	9.3	12.5
Disconnected Youth	9.8	9.5	10.9
Children in Single Parent Families (% of all children)	26.3	29.3	23
Children in Foster Care	.5	.5	.5
Migrant and Seasonal Farmworkers (non-H2A)			
Migrant and Seasonal Farmworkers (H2A)			
Migrant and Seasonal Farmworkers (totl)			
TANF Recipients	2.5	9.3	.38
Youth Unemployment (16-19 years)	13.5	14.2	12.4
Ex-Offenders			
Teen Pregnancy Rate (Age 10-19 per 1,000 population)	1.5	1.31	1.54
Enrolled in Grade 12 (% of total population)	1.2	1.3	1.4
Foreign Born	8.81	12.3	14.3

> 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)]

Strengths

VCW-P

- **Talent**: Talented board staff and members with strong acumen for professional scholarship.
- **Action-oriented**: An agile organization that takes proactive steps.
- **Unified**: Embracing a divergent workforce.
- **Career Centers**: Well-equipped career centers aiding career seekers.
- **Virtual Job Fairs**: Effective use of technology to connect employers and career seekers.
- **Active WIOA Committee**: A dedicated committee working on workforce innovation strategies.

Partnerships and Organization

- **Strong Relationships**: Well-established connections with key stakeholders.
- **Regional Commission Connectivity**: Collaboration with regional authorities.
- **Interagency/Community Partners' Support**: Broad-based community backing.
- **Veteran Services Human Capital**: Specialized support for veterans.
- **Local Government Partnerships**: Strong support and funding from local authorities.
- **Committed Business and Industry**: Active corporate strategy for the business sector.

Education and Training

- **Training Programs**: Comprehensive training programs for skill development.
- **Postsecondary Workforce Deans**: Support from educational leaders.
- **K-12 Career & Technical Education (CTE) Programs**: Robust career and technical education in schools.

Weaknesses

VCW-P
- **Strategic Gaps**: Lack of comprehensive planning, including juvenile justice and re-entry programs.
- **Siloed Partnerships**: Differing identities exist in our region between talent and workforce.
- **Budget Constraints**: Limited financial capacity.

Partnerships and Organization
- **Partner Connectivity**: Gaps in effective collaboration among partners.
- **Duplication of Efforts**: There is a lot of duplicative programming. (Example: SCHEV-VTOP at university and community college levels.)

Regional Topics
- **Access Issues**: Difficulty building trust and rapport with vulnerable populations.
- **Infrastructure**: Challenges with transportation (both rural and urban), broadband access, housing, and childcare.

Opportunities

VCW-P: Outreach and Marketing
- **Storytelling**: Share the VCWP story through various channels.
- **Chamber Engagement**: Participate in Chamber meetings for updates.
- **Community and Employer Education**: Raise awareness among communities and employers.
- **Private Partner Engagement**: Develop a Fact Sheet and connect with private partners.
- **Business Interface**: Regular interaction with business and industry.
- **Human Resource Association**: Strengthen ties with HR professionals.
- **Goodwill Tour**: Promote workforce development.
- **Board Events and Regional Meetings**: Organize events and meetings to scaffold services.

Partnerships and Organization
- **Interagency Partnerships**: Share resources and evaluate board member roles.
- **Community Development**: leveraging partnerships

Education and Training
- **Community College and K-12 Training**: Align programs with industry sectors.
- **Capitalize on the Power of AI Integration**: Streamline training for frontline staff and industry.
- **Learning Management Systems**: Invest in technology for learning.
- **Learner-Centric Development**: Focus on working learners and up-skilling.
- **Capitalize on CATEC**: Leverage Youth/Adult programs.
- **Training Inventory**: Maintain a comprehensive list of training opportunities for industries to capitalize on.

Regional
- **Transportation Growth**: Improve rural transportation.
- **Broadband Access**: Expand broadband connectivity to bridge the digital divide.
- **Community of Practice**: Foster a community of practice and connectivity.

Threats

VCWP Management/Operations

- **Funding Challenges**: Lean budgets and reduced funding.
- **Regional Diversity**: Large region with diverse needs.
- **Leadership Turnover**: High turnover in workforce development leadership.
- **Strategic Direction**: Difficulty establishing a clear strategy.
- **One-Stop Authority**: Limited authority of One-Stop centers.
- **Regulatory Compliance**: Heavy regulatory requirements.
- **Sustainability and Scalability**: Challenges in maintaining and scaling programs.
- **Human Capital**: Lack of resources to implement programs.
- **Messaging**: VCWP is a regional board, not a local board. Differentiation is needed to clarify that VCWP serves 11 localities.

VCWP Culture
- **Innovation**: Eager and willing to look at the ecosystem differently
- **Willingness to Serve**: Resilient and Grit.
- **Awareness and Understanding**: Lack of awareness among stakeholders.

Regional
- **Digital Divide**: Inequitable access to digital resources.
- **Employer Engagement**: Low engagement from small employers.
- **Housing, childcare and transportation**

Economy and Global Topics
- **Innovation Needs**: Necessity for innovation in a changing world.
- **Economic Fluctuations**: Vulnerability to economic changes.
- **Natural Disasters & International Unrest**: Displaced populations will be seeking employment and need training and language skills.
- **International Reciprocity**: Determine skill alignment and credentials earned internationally and how they are transferrable to fulfilling employment in the U.S.

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)]

Identification and Selection of Successful Providers

The Virginia Career Works - Piedmont Region (VCWP) employs a competitive procurement process to select providers for the WIOA Youth Program. A Request for Proposals (RFP) is released every three years, and contracts are awarded based on the proposals approved by the Piedmont Workforce Development Board (PWDB) and VCWP Council (CLEO). These contracts are initially for one year, with the possibility of two one-year extensions, evaluated annually.

Successful providers must adhere to the RFP's scope of work, demonstrate success in meeting performance goals, and align with the WIOA Youth Program's objectives.

Access to Program Elements and Activities

The PWDB collaborates with contracted service providers and community partners to ensure all 14 program elements required under WIOA Title I Youth program funding are available. Rappahannock Goodwill Industries (RGI) provides these elements through partnerships with Adult Education & Literacy programs, K-12 public schools, community colleges, and businesses.

Elements include:

- Adult education and literacy services
- English language acquisition services
- Tutoring and study skills training
- Alternative secondary school activities

- Occupational skills training
- Work experiences and workforce preparation activities
- Financial literacy and re-entry training

Program Design Elements

The WIOA Youth Program design incorporates:

- Eligibility documentation
- Objective assessments
- Development of the Individual Service Strategy (ISS)
- Participation in the 14 WIOA youth program elements

Youth funds cover outreach, recruitment, and assessments but not program services. The participant and the youth specialist must document and initiate updates to the ISS.

Recruitment and Retention of Out-of-School Youth

The PWDB utilizes technology and social media platforms like Facebook, YouTube, Instagram, LinkedIn, and Twitter to recruit and retain out-of-school youth effectively. Additionally, partnerships with TANF/VIEW programs and local Departments of Social Services help identify and support youth facing barriers, such as pregnancy or parenting.

Collaboration with K-12 schools, Career and Technical Education (CTE) programs, alternative and corrections education, and school counseling departments strengthen efforts to recruit and retain out-of-school youth. The VCW-Piedmont Region will create a youth practitioners' group, using the Integrated Resource Teams model**, to coordinate efforts to reach youth in the region.**

While a Job Corps training center is not within the VCW-Piedmont Region, outreach specialists continue working in the comprehensive and affiliate One-Stop Centers. **Job Corps is an excellent training option for youth interested in trade occupations, and workforce development partners refer youth to the agency when appropriate.** The VCW-Piedmont Region encourages the coordination of Job Corps and the WIOA Title I program to leverage funding and provide appropriate training to youth participants.

The Charlottesville Area Technical Education Center (CATEC) and Germanna Community College both serve as regional coordinators for the Registered Apprenticeship programs. **CATEC is directly connected to the K-12 school systems and funded by the City of Charlottesville Public School. Youths interested in career technical education and obtaining technical credentials are referred to the technical education center.**

Serving Youth Not Meeting Income Eligibility Guidelines

Under WIOA legislation, sure high-risk out-of-school youth do not need to prove low-income status to receive services. This includes individuals who are dropouts, subject to the justice system, homeless, runaways, foster care youth, or pregnant/parenting.

Coordination with Other Youth Services

The PWDB coordinates with Job Corps, youth opportunity grants, registered apprenticeship programs, local offices on youth, and other services provided by community colleges and human services agencies. These efforts ensure a comprehensive support network for young people.

Compliance with Child Labor and Safety Regulations

Any activity subject to child labor and safety regulations, such as Work Experience, Internships, or On-the-Job Training activities, is monitored to ensure compliance with all applicable regulations. All employers participating in work-based training opportunities through the WIOA Youth program must adhere to manuals developed for the programs and sign a contract reviewing child labor and safety regulations. Youth involved in work experience are not eligible to work more than 40 hours per week, which is noted in the manual and contract with employers. Youth participants must always have on-site supervision, and the employer must sign off on adherence to this requirement.

Youth participants in school are further limited in their work hours to ensure that employment does not affect school activities. **Worksite visits by youth specialists are conducted monthly to ensure compliance with regulations and rules.**

Pay-for-Performance Policy
The VCWP has chosen not to execute pay-for-performance youth services contracts.

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)]

Description and Assessment of Adult and Dislocated Worker Employment and Training Activities

Access to and Delivery of Career Services

The Virginia Career Works - Piedmont Region provides a comprehensive array of career services for adults and dislocated workers, structured into three categories: essential, individualized, and follow-up services.

- **Basic Career Services**: These are universally accessible and include outreach, intake, orientation, initial assessments, labor market information, job search assistance, and eligibility determination for additional services. The Wagner Peyser program is primarily responsible for providing these services and ensuring consistency in their delivery as outlined in Virginia's Combined State plan.
- **Individualized Career Services**: For individuals requiring more in-depth assistance, these services include comprehensive assessments, development of individual employment plans, career planning and counseling, workforce preparation, internships, work experiences, and financial literacy services. Individualized and follow-up services, as well as training services, are provided to individuals based on eligibility determination and suitability for the programs available through the One-Stop system.
- **Follow-Up Services**: To ensure job retention, wage gains, and career progress, follow-up services are provided at least 12 months after employment. These services may include additional career counseling, peer support groups, and continuous skills development opportunities.

Job Seeker Services		
Basic Career Services	**Individualized Career Services**	**Training**
Outreach, intake, and orientation to the information, services, programs, tools and resources available through Virginia's Blue Ridge Works	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities, and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services above
In and out of area job search and placement assistance (including the provision of information on in-demand industry sectors and occupations and non-traditional employment)	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunity and labor market information	Group counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on the performance of the Local Workforce Development System	Individual counseling and career planning	Training programs operated by the private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral, and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim to file	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce partner services, programs, and referral(s)	Workforce preparation services (e.g. development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Post-employment follow-up services and support	Other training services as determined by the workforce partner's governing rules

Definition of Self-Sufficiency

The VCW-Piedmont Region defines self-sufficiency as the ability of an individual or family to maintain economic independence without the need for public assistance. To determine eligibility for intensive and training services for employed individuals, self-sufficiency is defined by the following criteria:

- **Wage Threshold**: Earnings at or above 200% of the federal poverty level.
- **Sustainable Employment**: Employment that offers benefits and the potential for wage growth.
- **Living Wage Calculations**: Consider local living wage calculations, which factor in costs for housing, childcare, transportation, and other essential needs.

The Charlottesville Works Initiative, in partnership with the Charlottesville Chamber of Commerce, released the Orange Dot report that reported on the poverty levels and cost of living data in the greater Charlottesville region. With an increased focus on career pathways that lead to in-demand occupations with a self-sufficient

wage, the VCW-Piedmont Region and its partners will use the MIT Living Wage Calculator as a guide and revisit the self-sufficiency definition to ensure relevance.

Self-sufficiency is also defined as any employed dislocated worker not earning 80% of their dislocated wage and is therefore eligible to receive career and training services.

Definition of Hard-to-Serve Populations

The VCW-Piedmont Region recognizes that specific populations face additional barriers to employment and defines hard-to-serve populations as those who encounter significant obstacles in the labor market. These populations include, but are not limited to:

- Individuals with disabilities
- Long-term unemployed individuals
- Low-income individuals
- Veterans and eligible spouses
- Individuals with limited English proficiency
- Older workers (aged 55 and above)
- Homeless individuals
- Ex-offenders
- Youth who have aged out of foster care
- Migrant and seasonal farmworkers

The region employs targeted strategies to address the unique needs of these populations, including specialized training programs, partnerships with community organizations, and supportive services that remove barriers to employment. **The VCW-Piedmont Region utilizes models such as Integrated Resource Teams to discuss services and eliminate duplication.**

Focus on Skill Development, Training, and Support Services

VCW-Piedmont's primary focus is skill development, training, and support services rather than immediate placement. During the recession period, career seekers were focused on finding immediate employment. Now, ensuring individuals are placed into career pathway opportunities to further their education and skills is critical, making them more marketable and ensuring self-sufficient employment.

The VCW-Piedmont Region evaluates the triage of services and customer flow in the One-Stop service delivery strategy to ensure efficiency for career seekers accessing training services. **The customer flow is regularly monitored to ensure open access points for individuals seeking career readiness, training, and employment services.** The Memorandum of Understanding (MOU) developed in correspondence with the WIOA legislation outlines the roles and responsibilities of partner agencies within the workforce development system, helping identify the customer triage process.

Coordination and Collaboration

To avoid service duplication, interagency collaboration and co-enrollment between workforce development programs augment the number of individuals seeking training opportunities. The VCW-Piedmont Region uses the Integrated Resource Teams model to discuss services and eliminate duplication.

Assistance for Low-Income Individuals

Given the high cost of living in the region, assistance for low-income individuals extends beyond education and training to include childcare assistance, transportation reimbursement, and emergency or need-based payments. This holistic approach ensures that career seekers can attend training and educational activities without facing immediate financial hardships.

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)]

Strategic Vision and Goals

- **Slogan**: Empowering our region through collaborative workforce transformation.
- **Vision**: We envision a future where our region flourishes through dynamic workforce development, connecting workers and employers, and promoting inclusive opportunities.

- **Mission**: Our mission is to revolutionize workforce development through unwavering dedication to focused programming and foster collaboration among workers, employers, and community partners.

Strategic Vision and Goals for Preparing an Educated and Skilled Workforce

The Virginia Career Works (VCW) - Piedmont Region is committed to developing a highly skilled and educated workforce that meets the needs of local employers and drives regional economic growth. In collaboration with core partners and stakeholders, our strategic vision centers on creating a workforce development ecosystem that prioritizes employers as primary customers while empowering career seekers—including youth and individuals with barriers to employment—to achieve their full potential.

Goals:

1. **Align Workforce Development with Employer Needs**
   - **Employer-Centric Approach**: Design all service delivery strategies and processes with the employer as the primary customer, ensuring that training and education programs directly meet their workforce needs.
   - **Industry Sector Focus**: Align with state workforce development goals by concentrating on key industry sectors. Stay at the forefront by validating data and insights with local businesses, recognizing that needs vary among employers.
   - **Performance Indicator Relation**: By focusing on employer needs, we aim to improve the **Effectiveness in Serving Employers**, a primary performance indicator under WIOA.
2. **Prepare a Skilled Talent Pipeline**
   - **Empower Career Seekers**: Provide comprehensive services that enhance the skills and competencies of career seekers, making them valuable assets to employers.
   - **Youth and Barriered Individuals**: Develop targeted programs for youth and individuals with barriers to employment, offering support and resources to overcome obstacles.
   - **Performance Indicator Relation**: Enhance **Employment Rates** in the 2nd and 4th quarters after exit and **Median Earnings**, by equipping individuals with in-demand skills.
3. **Leverage Resources for Holistic Support**
   - **Comprehensive Support Services**: Offer supportive services including financial literacy, housing assistance, childcare, transportation, and health and wellness education to help individuals overcome barriers.
   - **Collaborative Partnerships**: Convene partner organizations to provide a holistic approach to workforce development, ensuring a network of support.
   - **Performance Indicator Relation**: Supportive services contribute to higher **Measurable Skill Gains** and **Credential Attainment** by addressing external factors that affect program completion.
4. **Promote Unity, Community, Civility, Grace and Respect**
   - **Unified Workforce Ecosystem**: Ensure workforce initiatives are accessible to all, particularly underserved communities, promoting unity, community, civility, grace, and respect within the workforce ecosystem.
   - **Recognition of Individual Value**: Help individuals recognize their merit, value, and worth, fostering confidence and engagement.
   - **Performance Indicator Relation**: We aim to improve overall performance metrics across all populations served by reducing disparities.
5. **Continuous Improvement and Accountability**
   - **Data-Driven Strategies**: Utilize performance data to inform decision-making and adapt strategies to meet established goals.
   - **Compliance with WIOA Performance Measures**: Commit to meeting or exceeding the primary indicators of performance under WIOA:

- **Employment Rate** (2nd and 4th quarter after exit)
- **Median Earnings**
- **Credential Attainment**
- **Measurable Skill Gains**
- **Effectiveness in Serving Employers**

- **Quality Assurance**: Regularly assess programs for effectiveness, making adjustments to improve outcomes.

By aligning our strategies with employer needs and providing robust support to career seekers, the VCW-Piedmont Region strives to cultivate a competent and resilient workforce. Our focus on performance accountability ensures that our efforts result in measurable outcomes that benefit individuals, businesses, and the broader community.

Key Tenants-Priorities

1. Organizational Excellence Guided by our core values of integrity, innovation, and inclusivity, we are dedicated to fostering organizational excellence, where every facet of our operation sets public workforce system benchmarks.

2. Worker Outreach Reach, connect, and empower individuals within diverse communities, unlocking their potential through tailored support, education, and resources. Bridge gaps and create pathways for individuals to thrive in the ever-evolving workforce.

3. Employer Engagement Establish meaningful and mutually beneficial connections with regional employers across industries, particularly those identified as high demand by the Commonwealth and those targeted explicitly by our region.

4. Community Partnerships Cultivate dynamic collaborations that amplify the impact of workforce development efforts in the region. Build and nurture strategic partnerships that foster shared growth, inclusivity, effective service delivery, and sustainable change.

5. Focused Workforce Development Initiatives Design, develop, and deliver targeted initiatives that address the unique needs of individuals and employers and foster skill acquisition and sustainable development.

Performance

The core mission of the VCW-Piedmont Region is to provide comprehensive services to unemployed and underemployed career seekers, businesses, individuals with disabilities, veterans, youth, re-entry individuals, career switchers, new graduates, and other diverse populations. Our aim is to mitigate workforce gaps and barriers, address workplace inequities, promote economic equity, and enhance cultural competence.

Creating a qualified workforce involves ensuring that individuals possess the skills and credentials necessary to meet current and future employer needs. Achieving this requires synergistic collaboration among the workforce system, local employers, educational institutions, and economic development leaders to communicate emerging needs effectively. As the regional convener for workforce development activities, VCW-Piedmont's public-private board structure provides direct insight into employers' requirements. Additionally, being co-located with the Central Virginia Partnership for Economic Development gives us a direct connection to economic development partners.

Credential attainment has been a significant performance measure in our programs. Under the Workforce Investment Act (WIA), the Commonwealth of Virginia implemented it for Adult and Dislocated Worker

programs. This measure remains a key performance indicator (KPI) under the Workforce Innovation and Opportunity Act (WIOA).

Below is a chart detailing the VCW-Piedmont Region's performance goals for credential attainment in Program Years 2023 and 2024

Performance Measure	Adult	Dislocated Worker	Youth
Credential Attainment Rate	75%	74%	72.49%

Another performance measure added under the federal standards is Measurable Skill Gain. This measure measures the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress towards such a credential or employment.

Measurable Skills Gain	LWDA	STATE
Measurable Skills Gain Adult	71%	71%
Measurable Skills Gain DLW	75%	68%
Measurable Skills Gain Youth	75%	68%

Under our local Strategic Plan, the VCW-Piedmont Region prioritizes tracking key performance indicators (KPIs) and outcomes for WIOA programs and external grant deliverables, as described in §677.155(a)(1). The Board and Council (CLEO) receive performance dashboards from board staff and Virginia Works detailing the performance of WIOA Adult, Dislocated Workers, Youth Programs, and other grant-funded initiatives.

As part of our strategic goals, the VCW-Piedmont Region monitors performance and implements continuous improvement plans to ensure effective program outcomes. Board staff reviews performance and grant metrics monthly to ensure targets are met. These KPIs keep the board informed and drive strategic conversations about workforce development initiatives, allowing us to capitalize on innovations.

The federal performance indicators under WIOA legislation streamline the workforce development ecosystem by bringing Title I, II, III, and IV programs under the same performance measures. This alignment strengthens and unifies service delivery.

Below are the performance indicators negotiated with the Commonwealth of Virginia for the VCW-Piedmont Region.

WIOA Title I Performance - LWDA 06	VA-LSAM - Model Predictions	Recommended starting negotiation level	LWDA 06 Response	State Accepted level/LWDA Final Goals PY 24&25
Adult				
Employment 2nd Quarter after Exit	78.68%	83.00%	83.00%	83.00%
Employment 4th Quarter after Exit	84.87%	84.00%	82.10%	82.10%
Median Earnings 2nd Quarter after Exit	$6,482.97	$8,000.00	$8,000.00	$8,000.00
Credential Attainment within 1 year	70.71%	75.00%	75.00%	75.00%
Measurable Skills Gain	80.05%	71.00%	71.00%	71.00%
Dislocated Workers				
Employment 2nd Quarter after Exit	96.25%	88.00%	85.60%	85.60%
Employment 4th Quarter after Exit	98.66%	94.00%	87.50%	87.50%
Median Earnings 2nd Quarter after Exit	$9,717.90	$10,000.00	$10,000.00	$10,000.00
Credential Attainment within 1 year	73.67%	74.00%	74.00%	74.00%
Measurable Skills Gain	94.29%	75.00%	75.00%	75.00%
Youth				
Employment 2nd Quarter after Exit	80.69%	80.00%	80.00%	80.00%
Employment 4th Quarter after Exit	80.11%	80.00%	80.00%	80.00%
Median Earnings 2nd Quarter after Exit	$3,133.11	$4,700.00	$4,005.00	$4,005.00
Credential Attainment within 1 year	72.49%	72.49%	72.49%	72.49%
Measurable Skills Gain	83.08%	75.00%	75.00%	75.00%

Measurable Skills Gain

Beyond our core work on measurable skills gains and monthly tracking, LWDA6 developed Career Pathways tools to connect businesses with regional educational institutions. This initiative maps out Career Pathways for each sector and cluster, detailing businesses' required skills and experience at each level. By identifying these requirements, we coordinate with community colleges, Career and Technical Education (CTE) centers, adult education providers, and private training providers to pinpoint available training for career seekers, both new hires and incumbent workers—to acquire the necessary skills and credentials for career advancement.

This effort enables us to identify gaps in educational offerings and collaborate with partners to address them. Ultimately, we provide businesses and career seekers with specific contact information for education providers, ensuring seamless connections to credentialing and skill attainment opportunities.

Quality Return

Our robust continuous improvement system delivers quality results from our programs, adhering to standard state measurements. We seek feedback from businesses and career seekers to critically analyze our programsand adjust as necessary to enhance their effectiveness and meet evolving needs.

> 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)]

Local Workforce Educational Attainment of Available Candidates, Regionally[10]

LWDA	Potential Candidates	Percent of Total Candidates
Doctorate Degree or Specialized Degree (e.g., MD, DDS)	111	2.05%
Piedmont Workforce Network (LWDA VI)	6,134	(x)
Less than High School	80	1.30%
High School Diploma or Equivalent	1,547	25.22%
Some College or Some Technical or Vocational School	439	7.16%
Vocational School Certificate	278	4.53%
Associate's Degree	954	15.55%
Bachelor's Degree	1,771	28.87%
Master's Degree	925	15.08%
Doctorate Degree or Specialized Degree (e.g., MD, DDS)	137	2.23%

Virginia's Works Vision and Goals

Vision

Virginia's nation-leading workforce ecosystem will equip Virginians with the skills they need and enable employers to attract, grow, and retain them, ensuring the future of a thriving Commonwealth. In parallel with the stand-up of Virginia Works, we will accelerate the coordination, enhancement, and future readiness of the Commonwealth's many workforce programs and stakeholders across the government and broader ecosystem through a formal process.

- **Goal 1: Prepare Virginia's workers for current and future career pathways that provide competitive wages.**
  - Strategies:
    - *Recalibrate Virginia's workforce development ecosystem now and for the future:* Establish the Virginia Works hub-and-spoke model to strengthen the connections between Virginia's education and workforce systems and the coordination and collaboration amongst Virginia's workforce development investments.
      - Achieved through the integration of Registered Apprenticeship, Title I, Title III, TAA, and JVSG under one agency (Virginia Works).
    - *Meet workers where they are:* Optimize outcome-driven service delivery to respond to the needs of current and future career seekers, including youth.

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[10] Virginia Works, Virginia Workforce Connection

- Achieved through implementation of HB992, which requires local DSS to establish agreements with LWDBs to improve service coordination. Information on HB992 is available at lis.virginia.gov/cgi-bin/legp604.exe?241+sum+HB992.
- Also achieved through collaborations between Virginia Works, LWDBs, CTE, the Department of Corrections (DOC), and VDSS to provide occupational skills training and support services to those currently incarcerated and returning citizens.

- *Decide using data*: Measure job placement rates, retention, and progressed wage growth of career seekers to determine program effectiveness and performance over time.
  - Achieved through our Systemwide Workforce Metrics at the Local Level policy, which applies to all services provided through our one-stop centers. This work is supported by the Workforce Data Quality Initiative grant provided by DOL ETA. The policy is available at virginiacareerworks.com/wpcontent/uploads/VBWD_2401_Systemwide_Workforce_Metrics_at_the_Local_Level_FINAL.docx.pdf.

- *Scale what works*: Advance programs and services with proven success that empower both the unemployed and underemployed to obtain careers in both today's and tomorrow's economy.
  - Achieved through expansion of Registered Apprenticeships and Youth Registered Apprenticeships in in-demand industry sectors and occupations, such as mechanical engineering technologists and technicians, agricultural equipment operators, and nursing assistants. This work is supported through the DOL ETA State Apprenticeship Expansion Formula grant and the PATHWAYS to Careers Using Partnerships, Apprenticeships, and Equity grant. The latter assists Virginians with disabilities in acquiring skills-based training and Registered Apprenticeships in high-wage, high-demand fields. This is a collaboration between DARS, DBVI, Virginia Works, and the Virginia Department of Human Resource Management (DHRM).

- *Focus on jobs in high demand occupations*: Connect Virginia's businesses and employers with educators throughout curriculum design and implementation of career pathways, credentialing priorities, apprenticeships, and other work-based learning opportunities that align with the needs of targeted sectors, as identified by Virginia's high demand occupations list published annual by the Virginia Office of Education Economics.
  - Achieved through collaborations between CTE, VOEE, and local economic development partners.

- *Build system capacity*: Expand professional development of workforce professionals, career counselors, and educators to evolve alongside business and individual needs and equip all with an understanding of Virginia's high demand occupations.
  - Achieved through collaborations between Virginia Works and LWDBs.

- *Invest in Virginia*: Collaborate with state transportation and infrastructure agencies on human capital planning efforts to outline how Virginia can address workforce needs using the investments provided by the Infrastructure Investments and Jobs Act (IIJA) and other funding sources.
  - Achieved through collaborations with Virginia Works, the Virginia Department of Transportation (VDOT), Virginia Energy, and Virginia Department of Housing and Community Development (DHCD).

- **Goal 2: Deliver workforce services that support business growth in Virginia's leading-edge economy.**
  - Strategies:
    - *Meet businesses where they are*: Leverage state and local Business Solutions Teams and Virginia's high demand occupations list to identify and respond to the needs of employers in real time, e.g., SWaM organizations.
      - Achieved through collaborations between the Department of Small Business & Supplier Diversity (which manages the Small, Women-owned, and Minorityowned Businesses (SWaM) program), LWDBs, Virginia Works, and VOEE.
    - *Recalibrate Virginia's workforce development ecosystem now and for the future*: Partner with Virginia's businesses and employers to advance work-based learning opportunities, including for youth, to support sector growth.
      - Achieved through collaborations between local economic development partners, local businesses, LWDBs, and Virginia Works. This work is supported by the Youth Outreach & Transportation to Learn grant, which aims to increase the number and quality of outreach programs used by LWDBs and other organizations to connect students to skilled trades. Examples of sectors we're aiming to grow include manufacturing, construction, and technology.
    - *Decide using data*: Measure outcomes for employers using workforce services to determine program effectiveness, performance over time, and opportunities for improvement.
      - Achieved through our Systemwide Workforce Metrics at the Local Level policy, which applies to all services provided through our one-stop centers. This work is supported by the Workforce Data Quality Initiative grant provided by DOL ETA. This policy is available at virginiacareerworks.com/wpcontent/uploads/VBWD_2401_Systemwide_Workforce_Metrics_at_the_Local_Level_FINAL.docx.pdf
    - *Scale what works*: Build and deploy sector strategies that engage businesses and economic development partners to address business needs efficiently.
      - Achieved through collaborations between local economic development partners, local businesses, LWDBs, Business Solutions Teams, community colleges, CTE, Virginia Works, and local DSS to develop occupational skills training programs and provide support services to participants.
    - *Focus on jobs in high demand occupations*: Train to the needs of businesses to align the skill-building of Virginia's talent supply with the needs of targeted sectors.
      - Achieved through collaborations between local economic development partners, local businesses, LWDBs, Business Solutions Teams, community colleges, CTE, Virginia Works, and local DSS to develop occupational skills training programs and provide support services to participants. Targeted sectors include information technology and health care.
    - *Build system capacity:* Expand professional development of Business Solutions Teams to be responsive to employer needs.
      - Achieved through collaborations between Virginia Works and LWDBs.
    - *Invest in Virginia*: Convene businesses and education providers to coordinate strategies leading to winning federal grants provided under the CHIPS and Science Act.
      - Achieved through collaboration between local economic development partners, VEDP, local businesses, Business Solutions Teams, LWDBs, Virginia Works, CTE,

community colleges, and the Virginia Alliance for Semiconductor Technology (VAST).

- **Goal 3: Provide outreach and recruitment services that increase awareness and access to Virginia's workforce development ecosystem**.
  - o Strategies:
    - *Recalibrate Virginia's workforce development ecosystem now and for the future:* Implement outreach strategies that communicate how Virginia Works for everyone and specific campaigns targeted to customer groups or programs (i.e., youth, work-based learning).
      - Achieved through collaborations between Virginia Works, LWDBs, and local and state communications partners.
    - *Meet customers where they are*: Promote workforce services provided through community-orientated access points, e.g., public libraries.
      - Achieved through collaborations between Virginia Works, LWDBs, VDOE, public libraries, and other local community partners.
    - *Decide using data*: Communicate the outcomes and benefits associated with receiving services from across the Virginia Works ecosystem to targeted customer groups.
      - Achieved through collaborations between Virginia Works, LWDBs, and local and state communications partners.
    - *Scale what works*: Increase communication throughout the workforce ecosystem to promote apprenticeships and work-based learning opportunities to targeted customer groups.
      - Achieved through collaborations between Virginia Works, LWDBs, and local and state communications partners.
    - *Focus on jobs in high demand occupations*: Strengthen engagement with state and local economic development partners to promote how Virginia Works for businesses.
      - Achieved through collaborations between Virginia Works, LWDBs, local economic development partners, and VEDP.
    - *Build system capacity*: Use data and technology, including the Workforce Data Trust and the high demand occupations list, to make workforce services more accessible and responsive to all customers.
      - Achieved through collaborations between Virginia Works, VBWD, VOEE, and the Workforce Data Trust.
    - *Invest in Virginia*: Encourage the creation of new Registered Apprenticeship programs by focusing business outreach on the benefits provided by the Inflation Reduction Act (IRA) and other funding sources.
      - Achieved through collaborations between Virginia Works, LWDBs, VEDP, local economic development partners, local businesses, and Business Solutions Teams.
- **Goal 4**: **Reduce workforce system barriers through dynamic collaboration, coordination, and communication with Virginia Works as the hub-and-spoke model.**
  - o Strategies:
    - *Recalibrate Virginia's workforce development ecosystem now and for the future*: Drive coordination and connection between Virginia's education and workforce systems to improve labor force participation and educational attainment.
      - Achieved through collaborations between and leadership from Virginia's Secretaries of Labor and Education, Virginia Works, VDOE, and VBWD.

- *Meet customers where they are*: Implement the Virginia Works ambition for a next generation integrated digital entry point across the Commonwealth's workforce services and programs.
  - Achieved through collaborations between Virginia Works, the Virginia Information Technology Agency (VITA), and LWDBs.
- *Decide using data*: Analyze labor market data to assess disparities in outcomes and develop solutions that increase opportunities for underserved populations.
  - Achieved through collaborations between Virginia Works, VDOE, DARS, DBVI, VDSS, VEC, DOC, Department of Veterans Services (DVS), and LWDBs.
- *Scale what works*: Leverage discretionary funds and support leading-edge initiatives to remove barriers to employment (e.g., affordable childcare, transportation, housing).
  - Achieved through collaborations between Virginia Works, VDOE, VDOT, Department of Rail and Public Transportation (DRPT), DHCD, Virginia Housing, and VDSS.
- *Focus on jobs in high demand occupations*: Collaborate across the workforce development ecosystem to identify and address barriers for career seekers and businesses to accessing work-based learning programs.
  - Achieved through collaborations between Virginia Works, VDOE, VEC, DARS, DBVI, VDSS, DOC, DVS, and LWDBs.
- *Build system capacity*: Work with Local Workforce Development Boards to engage nontraditional, non-mandatory programs targeting youth as service delivery partners.
  - Achieved through collaborations between LWDBs, non-traditional youth partners, youth service providers, and Virginia Works.

- *Invest in Virginia*: Use the funding provided by the Broadband Equity, Access, and Deployment (BEAD) program to make transformational investments into broadband affordability and adoption across the Commonwealth.
  - Achieved through collaborations between Virginia Works, DHCD, and LWDBs.

State Strategy

The Virginia Commonwealth University Center for Public Policy in the L. Douglas Wilder School of Government and Public Affairs facilitated conversations with representatives from the Office of the Governor, Office of the Secretary of Labor, the VBWD, Virginia Works, VEC, VDOE, VDSS, DARS, DBVI, and LWDAs to collaboratively develop strategies for implementing workforce development programs in Virginia for the next four years. These strategies were developed to be consistent with the key priorities outlined in the Training and Employment Guidance Letter NO. 4-23 released October 31, 2023.

These priorities are:

- Leveraging historic infrastructure investments
- Investments that prepare workers for quality jobs
- Data-driven decisions
- Investing in youth
- Equity in service delivery and educational programming
- Enhance supportive service offerings
- Strategic partnering

> 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)]

Organizational Excellence

Guided by our core values of integrity, innovation, and inclusivity, we are dedicated to fostering organizational excellence, where every facet of our operation sets public workforce system benchmarks.

- Strive for continuous improvement and innovation in workforce development programs.
- Maintain high standards of efficiency, transparency, and accountability.
- Invest in the professional development of staff to enhance delivery service.

Maintain High-Quality Standards of Operation

- Develop and implement clear and transparent guidelines for all organizational processes and practices in alignment with our core values. This ensures consistency, fairness, and ethical conduct throughout our operation.
- Implement ongoing monitoring, evaluation, and improvement of our strategic plan, programs, services, and processes. Set measurable benchmarks and strive for continuous improvement.
- Comply with all Federal and State Workforce Innovation and Opportunity Act (WIOA) requirements.

Establish Consistent Communication Initiatives

- Create a comprehensive communication plan outlining Virginia Career Works – Piedmont Region's goals, target audiences, key messaging, communication channels, and a schedule for regular updates.
- Tailor communication to address the specific interests of different stakeholders by employing a mix of communication channels, including social media, email newsletters, website updates, podcasts, and traditional media.
- Collect and share success stories of individuals who have benefited from VCWP programs, showcasing real-life examples of positive transformations within the region.
- Ensure consistent branding across all communication materials, including logos, colors, fonts, and design elements to reinforce VCWP's identity.
- Report to funding partners at least annually and produce a formal annual report once a year for general distribution.
- Host a monthly podcast with industry sectors.

Professional Staff Development Initiatives
- Attract and retain professional staff committed to the mission of the organization.
- Establish and support professional development programs for team members, fostering a culture of continuous learning and growth.
- Promote a unified community of innovation by encouraging all team members to contribute innovative ideas and approaches that enhance our services, programs, and internal processes.

Leadership Development
- Recruit leaders representing the private sector, labor and training organizations, and community-based organizations dedicated to creating the best regional workforce ecosystem in the Commonwealth.
- Ensure that leaders understand and align with the organization's vision, mission, and goals and that the Piedmont Workforce Development Board (Board), the Chief Elected Officials Council (Council), and the

VCWP Foundation (Foundation) understand their individual and collective structures, missions, and authorities.

- Encourage board members to immerse themselves in their representative communities to be ambassadors for the VCWP mission. Promote understanding of the workforce ecosystem so leaders can make informed policy decisions.
- Create committee structures, standing and special, to enable members to make informed connections throughout the region. Task committees will identify potential community partnerships, collaborations, and initiatives that align with the organization's mission.
- Strengthening relationships among professional staff, Board, Council, and Foundation members through open communication, active listening, and responsiveness.
- Promote innovative platforms for dialogues in decision-making processes.

Financial Sustainability & Fiscal Responsibility

- Identify and cultivate multiple funding sources, such as grants, corporate partnerships, individual donations, and fee-for-service models. Diversify funding streams to mitigate the risk of relying on Federal funds.
- Cost share with partners: Examples are grant writing, communications, cross-promotion, etc.
- Develop a community of individual donors passionate about workforce development. To maintain their support, implement donor engagement strategies, such as personalized communication, events, and recognition.
- Create and adhere to an annual budget and maintain transparency, including regular financial reporting and auditing.

Data-Driven Decision Making

- Establish a data-driven culture by collecting and analyzing relevant data to inform the Board and staff decisions. This approach ensures that VCWP actions are well-informed and aligned with our pursuit of excellence.
- Set measurable goals for client skill development and track the progress of individuals as they acquire new competencies and achieve wage growth.

2. **Community Partnership**
   o **Cultivate dynamic collaborations** that amplify the impact of workforce development efforts in the region. Build and nurture strategic partnerships that foster shared growth, inclusivity, effective service delivery, and sustainable change.
     ▪ **Stakeholder Mapping and Engagement**:
       ▪ Develop a comprehensive stakeholder map to identify key community-based organizations, educational institutions, local government bodies, and their economic development professionals.
       ▪ Educate local elected officials on boards of supervisors, city and town councils, and on school boards.
       ▪ Engage and collaborate with Chief Administrative Executives (CAOs) in local government and secondary education.
       ▪ Partner with economic development efforts locally and regionally to drive equitable growth by aligning the workforce ecosystem with economic development strategies.
       ▪ Create a strategic engagement plan tailored to each stakeholder group's unique needs and interests, using strategic partnering to act as a force multiplier.
     ▪ **Collaborative Initiatives Development**:

- Collaborate with identified stakeholders to co-create initiatives and programs that address shared challenges and opportunities.
- Ensure initiatives align with the VCWP mission, contribute to positive regional transformation, and are regularly assessed for impact.
- **Regular Engagement Activities**:
    - Implement a schedule of regular engagement activities, including workshops, roundtable discussions, and networking events, to foster continuous interaction and relationship-building with stakeholders.
- **Information Sharing**:
    - Establish transparent and efficient information sharing with partners to keep them informed about VCWP activities, impact, and upcoming opportunities for collaboration.
- **Resource and Knowledge Sharing**:
    - Facilitate the sharing of resources, expertise, and best practices among partners to create a supportive ecosystem that enhances collective impact.
    - Pinpoint multiple efforts that address similar needs and seek to streamline and optimize resources to ensure a more coherent and cohesive delivery of services in the workforce ecosystem.

3. **Worker Outreach**
    - **Reach**: Connect and empower individuals in rural, urban, and suburban communities, unlocking their potential through tailored support, education, and resources. Bridge gaps and create pathways for individuals to thrive in the ever-evolving workforce ecosystem.
        - **Outreach**:
            - Develop and implement outreach strategies that effectively reach individuals from a variety of backgrounds, ensuring VCWP initiatives are accessible.
            - Organize in-person and virtual workshops, fairs, and information sessions to engage individuals and raise awareness about the resources, education, and support available through VCWP.
            - Provide equal access to opportunities that pave the way to sustainable financial stability and benefits for the unemployed and underemployed, enabling them to achieve economic independence.
        - **Education and Training Access**:
            - Facilitate access to education and training opportunities by partnering with secondary school systems, community colleges, online platforms, and workforce and training centers to ensure individuals can acquire relevant qualifications.
            - Provide easily navigable services through intuitive platforms, clear communication, and user-centric design.
        - **Community-Based Support**:
            - Establish resource hubs that provide individuals with access to community-based support services by collaborative partners.
        - **Employment Placement Support**:
            - Help with job placements, resume building, interview preparation, and networking to help individuals secure meaningful employment opportunities.
            - In the event of Worker Adjustment and Retraining Notification (WARN) notices caused by plant closings or mass layoffs, provide rapid response services.
            - For dislocated workers with in-demand skill sets, assist with re-employment connections.
            - For those who need upskilling, connect with retraining services.
        - **Personalized Career Counseling**:
            - Offer one-on-one career counseling sessions to understand VCWP client aspirations, skills, and challenges, and guide them toward suitable pathways for

personal and professional growth -- particularly for those historically left behind.

4. **Employer Engagement**
   - **Establish meaningful and mutually beneficial connections** with regional employers across industries, particularly those identified as high demand by the Commonwealth and those specifically targeted by our region.
     - **Industry Mapping and Research**:
       - Review the annual High Demand Jobs report the State Workforce Board provided to identify high-demand industries within the Commonwealth and specific sectors targeted for our region.
       - Understand each targeted sector's workforce needs, challenges, and growth projections.
       - Monitor potential opportunities within industry sectors that remain unidentified at present.
     - **Employer Engagement Strategy**:
       - Develop a plan for engaging with employers, communication channels, and engagement activities tailored to each industry in the region.
       - Establish industry advisory workgroups, comprising representatives from targeted sectors, to gather insights and guidance on workforce development strategies.
       - Play an active role in the growth of the regional business community. Welcome new enterprises and support expanding businesses to facilitate their hiring processes.
       - Prevent duplication of outreach services by coordinating and collaborating with other business outreach professionals.
     - **Networking Events and Workshops**:
       - Attend meetings and events that bring employers together to discuss their challenges and VCW-P's workforce services.
       - Seek new employer partnerships by leveraging relationships with private sector organizations such as regional Chambers of Commerce, trade associations, and Human Resource professional groups to reach employers who have previously underutilized VCWP services.
     - **Customized Workforce Solutions**:
       - Collaborate with employers to develop customized workforce solutions that address their specific needs, whether training, skill development, registered apprenticeships, secondary and post-secondary work-based learning, or other tailored programs.
     - **Talent Pipeline Development**:
       - Work with employers to create a steady pipeline of skilled workers by aligning training programs with industry requirements and offering pathways for individuals to transition into high-demand jobs.
       - Facilitate the creation high-quality work-based learning opportunities (internship and registered apprenticeship programs) in partnership with employers to offer hands-on experience to individuals while providing businesses with a pool of potential future employees.
       - Develop a platform and pathways that connect career seekers with relevant employment opportunities in targeted industries and assist in the streamlining of the hiring process for employers.

Strategic Plan for VCW-Piedmont

The Virginia Career Works - Piedmont Region is committed to developing a highly skilled and educated workforce that meets the needs of local employers and drives regional economic growth. In collaboration with core partners and stakeholders, our strategic vision centers on creating a workforce development ecosystem that prioritizes employers as primary customers while empowering career seekers—including youth and individuals with barriers to employment—to achieve their full potential.

Goals:

1. **Align Workforce Development with Employer Needs**
   - **Employer-Centric Approach**: Design all service delivery strategies and processes with the employer as the primary customer, ensuring that training and education programs directly meet their workforce needs.
   - **Industry Sector Focus**: Align with state workforce development goals by concentrating on key industry sectors. Stay at the forefront by validating data and insights into local businesses, recognizing that needs vary among employers.
   - **Performance Indicator Relation**: By focusing on employer needs, we aim to improve the **Effectiveness in Serving Employers**, a primary performance indicator under WIOA.

2. **Prepare a Skilled Talent Pipeline**
   - **Empower Career Seekers**: Provide comprehensive services that enhance the skills and competencies of career seekers, making them valuable assets to employers.
   - **Youth and Barriered Individuals**: Develop targeted programs for youth and individuals with barriers to employment, offering support and resources to overcome obstacles.
   - **Performance Indicator Relation**: Enhance **Employment Rates** in the 2nd and 4th quarters after exit and **Median Earnings** by equipping individuals with in-demand skills.

3. **Leverage Resources for Holistic Support**
   - **Comprehensive Support Services**: Offer supportive services, including financial literacy, housing assistance, childcare, transportation, and health and wellness education to help individuals overcome roadblocks.
   - **Collaborative Partnerships**: Convene partner organizations to provide a holistic approach to workforce development, ensuring a support network.
   - **Performance Indicator Relation**: Supportive services contribute to higher **Measurable Skill Gains** and **Credential Attainment** by addressing external factors that affect program completion.

4. **Promote Unity, Community, Civility, Grace and Respect**
   - **Unified Workforce Ecosystem**: Ensure workforce initiatives are accessible to all, particularly vulnerable communities, promoting unity, community, civility, grace, and respect within the workforce ecosystem.
   - **Recognition of Individual Value**: Help individuals recognize their merit, value, and worth, fostering confidence and engagement.
   - **Performance Indicator Relation**: We aim to improve overall performance metrics across all populations served by reducing disparities.

5. **Continuous Improvement and Accountability**
   - **Data-Driven Strategies**: Utilize performance data to inform decision-making and adapt strategies to meet established goals.
   - **Compliance with WIOA Performance Measures**: Commit to meeting or exceeding the primary indicators of performance under WIOA:
     - **Employment Rate** (2nd and 4th quarter after exit)

- **Median Earnings**
- **Credential Attainment**
- **Measurable Skill Gains**
- **Effectiveness in Serving Employers**
  - **Quality Assurance**: Regularly assess programs for effectiveness, adjusting to improve outcomes.

By aligning our strategies with employer needs and providing robust support to career seekers, the VCW-Piedmont Region strives to cultivate a competent and resilient workforce. Our focus on performance accountability ensures that our efforts result in measurable outcomes that benefit individuals, businesses, and the broader community.

Five Key Tenants
1. **Organizational Excellence** Guided by our core values of integrity, innovation, and inclusivity, we are dedicated to fostering organizational excellence, where every facet of our operation sets public workforce ecosystem benchmarks.
2. **Worker Outreach** Reach, connect, and empower individuals within diverse communities, unlocking their potential through tailored support, education, and resources. Bridge gaps and create pathways for individuals to thrive in the ever-evolving workforce.
3. **Employer Engagement** Establish meaningful and mutually beneficial connections with regional employers across industries, particularly those identified as high demand by the Commonwealth and those targeted explicitly by our region.
4. **Community Partnerships** Cultivate dynamic collaborations that amplify the impact of workforce development efforts in the region. Build and nurture strategic partnerships that foster shared growth, effective service delivery, and sustainable change.
5. **Focused Workforce Development Initiatives** Design, develop, and deliver targeted initiatives that address the unique needs of individuals and employers and foster skill acquisition and sustainable development.

Objective:
Bridge workforce development entities and strategies to create innovative frameworks such as career clusters, pathways, self-employment, work-based training, essential skill improvement, and sector strategies. These initiatives aim to enhance education and training programs' rigor, relevance, and effectiveness, producing positive outcomes for individuals and businesses.

Key Elements:

1. **Collaboration with Workforce Intermediaries:**
   - Ensure employers, trainers, service providers, and participants work together to meet their individual and collective goals.
   - Embed career pathways strategies within sector strategies to ensure training relevance, in-demand skills, and connections with job opportunities.
   - Strengthen supportive services to help participants manage life situations, focus on training, and complete programs.
2. **Cornerstones for Developing a Skilled Workforce:**
   - Broad availability of quality education as a foundation for future training.
   - Close matching skills supply to enterprise and labor market needs.
   - Enable workers and enterprises to adjust to changes in technology and markets. Anticipate and prepare for future skills needs.

3. **Education and Training Programs:**
   o Quality pre-K-24 primary and secondary education complemented by career technical education programs, apprenticeships, and internships.
   o Foster skill development opportunities and prepare future generations for productive lives while endowing them with core skills for lifelong learning.

4. **Creating a Virtuous Circle:**
   o Combine education and training to fuel innovation, investment, competitiveness, and social, economic, and occupational mobility.
   o Create more productive and rewarding jobs through successful applications.

5. **Learn-and-Earn Opportunities:**
   o Internships, apprenticeships, summer employment for youth, college work-study positions, job shadowing, and transitional job programs.
   o Prepare young professionals for smooth transitions from school to work through career technical training and on-the-job experience.
   o Provide ongoing opportunities for career seekers to refine and learn new skills, promoting lifelong learning.

6. **Strategic Alignment:**
   o Align with state workforce development goals and focus on industry sectors.
   o Validate data and information from external sources with local businesses to address specific needs.
   o Implement a sector-focused career pathways approach to expand the pipeline of skilled workers.

This strategic plan aims to create a workforce ecosystem that effectively connects career seekers with employers, addresses industry needs, and promotes lifelong learning and skill development. By leveraging resources and fostering collaboration, VCW-Piedmont seeks to build a sustainable and skilled workforce for the future.

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 ecosystem 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)]

VCW-Piedmont Workforce Development Ecosystem

1. **Programs Included in the System:**

- **Title I – Workforce Innovation and Opportunity Act (WIOA) Programs:** Adult, Dislocated Worker, and Youth programs operated by Goodwill Industries of the Valleys, in partnership with Rappahannock Goodwill Industries.
- **Title II – Adult Education and Literacy Programs:** Operated by Thomas Jefferson Adult and Career Education (TJACE) in Planning District 10 and Piedmont Regional Adult and Continuing Education Programs (PRACEP) in Planning District 9.
- **Title III – Wagner Peyser Programs:** Operated by the Virginia Employment Commission (VEC) with services provided in rural and remote locations.
- **Title IV – Vocational Rehabilitation Programs:** Administered by DARS and DBVI with regional offices in Charlottesville and Culpeper.
- **Jobs for Veterans State Grants:** Administered by the VEC, supporting veterans' employment.
- **Higher Education Programs are administered by community colleges,** including Germanna, Lord Fairfax, and Piedmont Virginia Community Colleges.
- **SNAP Employment & Training (SNAP E&T):** PVCC administers this program in partnership with local Departments of Social Services.
- **Community-Based Organizations:** Contributions from Planning District Commissions, United Way, Literacy Volunteers, and more.
- **Local Economic Development Offices:** Collaboration with 10 local economic development offices and the Central Virginia Partnership for Economic Development.
- **Registered Apprenticeship Programs:** Operated by CATEC and Germanna Community College.
- **Senior Community Service Employment Program (SCSEP – Title V):** Administered by Goodwill Industries of the Valleys and Rappahannock Area Agency on Aging.
- **Trade Act Programs:** Administered by the VEC.
- **Rapid Response Regional Office – Northern Virginia:** Administered by NVCC for Rapid Response activities.
- **TANF/VIEW Programs:** Participation from all local Departments of Social Services.

2. **Alignment and Collaboration:** VCW-Piedmont and its partner programs agree that collocation for required partners under WIOA is the most effective way to eliminate service duplication. Core partners provide key funding and resources, and collocation creates a streamlined approach for delivering services. Universal access to services, regardless of location, is critical to the system's success.

   Community colleges and education providers offer programs in targeted industries, meeting business needs across the region. These programs provide career seekers with relevant skills, education, and/or credentials to obtain in-demand occupations and assist in developing talent pipelines for employers. Foundational skills (literacy and numeracy) and workplace readiness skills administered by Title II – Adult Education and Literacy providers are essential for career seekers' success.

3. **Coordination with Chief Elected Officials (CEO):** The Board and Council (CLEO) for VCW-Piedmont collaborate to build a robust workforce development ecosystem. This unified body follows deliverables outlined in the PWDB-VCW-Piedmont Council (CLEO) agreement, WIOA legislation, Virginia Board of Workforce Development policy, and Virginia Workforce Letter guidance.

   Strategic planning activities are conducted at joint meetings at least once a year, including developing Strategic and Local Plans and WIOA One-Stop and Program Operator decisions. VCW-Piedmont Council meetings are held on the same day as PWDB meetings to ensure transparency and allow council members to attend and participate. The PWDB Chair attends the VCW-Piedmont Region Council meetings as an ex-officio member to provide input from the private sector.

   The VCWP Workforce Director developed directors' reports to showcase and highlight performance,

accomplishments, program impact, and actions, promoting accountability and performance sharing among partners.

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 ecosystem 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]

Strategies and Services for Employer Engagement and Workforce Development

1. Employer Engagement: VCW-Piedmont employs several strategies to facilitate employer engagement, including small employers and those in in-demand sectors and occupations:

- **Employer Roundtables:** Facilitate discussions and distribute information on target industries as part of the Labor Sector Strategy Study.
- **Virginia Incumbent Worker Innovation Program:** Train existing workers in the manufacturing industry and promote services provided by small businesses.
- **Learn-and-Earn Opportunities:** Promote internships, apprenticeships, summer employment for youth, college work-study positions, job-shadowing opportunities, and transitional jobs programs.
- **Talent Development and Retention:** Create strategies to attract, recruit, and retain a skilled workforce, including evaluating hiring practices, professional competencies, and developing job descriptions that align with workplace needs.
- **Apprenticeship Training Forum:** Engage employers with state officials about apprenticeship program standards, requirements, and expectations.
- **Employer Champions:** Encourage businesses to create champions or ambassadors to share their stories.
- **Advanced Outreach and Marketing:** Develop virtual hiring events, tours, and Q&A sessions with employees, supervisors, and management teams.
- **Local Chamber Engagement:** Work with local chambers for distribution and outreach strategies.

- **Statewide and National Best Practices:** Investigate and implement best practices.
- **Customized Training:** Design and develop customized and integrated training programs.
- **Workplace Benefits:** Reimagine workplace benefits such as onsite childcare, transportation vouchers, tuition reimbursement, and professional development.

2. Supporting Local Workforce Development System: VCW-Piedmont supports a local workforce development ecosystem that meets business needs by:

- **Common Business Outreach Strategy:** Develop a common message utilized by Virginia Works partners and expand service delivery access points using virtual services.
- **Partnership with Employers and Educational Institutions:** Develop partnerships with employers, educational systems, workforce development partners, and community-based organizations.
- **Initiatives to Meet Business Needs:**
  - o Incumbent worker training programs
  - o On-the-job training programs
  - o Customized training programs
  - o Industry and sector strategies
  - o Career pathways initiatives
  - o Utilization of effective business intermediaries
- **Business Service Strategies:**
  - o Promote training that leads to industry-recognized credentials and certification.
  - o Support transportable skillsets for transportable careers.
  - o Conduct statewide skills and asset analysis to determine skills gaps and resources available.
  - o Develop and implement action plans to close core, technical, and soft skills gaps.
  - o Support career pathways development and sector strategy initiatives.
- **Professional Development:** Strengthen the professional development of providers and workforce professionals through semiannual cross-training, WIOA partners meetings, and technical assistance.

3. Coordination of Workforce Development and Economic Development: VCW-Piedmont enhances coordination by:

- Collaborating with economic development agencies to include local hiring agreements in development plans.
- Encouraging industry partnerships to adopt high-road strategies such as paying living wages, offering paid leave, and providing ongoing training.
- Supporting policy changes to improve job quality and creating career ladders within sectors.
- Adopting minimum- or living-wage laws to improve incomes for low-wage workers and regulate hiring practices to limit discrimination.
- Collaborating with the Central Virginia Partnership for Economic Development to promote workforce development services and refine sector strategies.
- Increase the utilization of registered apprenticeship programs and amplify connections with employers and vocational rehabilitation agencies.
- Bridging K-12 education, higher education, career and technical education, and adult education to provide consistent rules and eliminate training program gaps.

4. Strengthening Linkages Between One-Stop Delivery System and Unemployment Insurance Programs: VCW-Piedmont strengthens linkages by:

- Inviting regional residents applying for unemployment insurance benefits to initial workshops at One-Stop Centers to cover various topics including job search tools, resources, and the Virginia Workforce Connection website.

- Having WIOA Title I program staff promote services to Dislocated Workers at these workshops.
- Sharing unemployment insurance applicant information to alert potential opportunities for layoff aversion and Rapid Response activities.
- Exploring ways to improve connection and referral processes for individuals on unemployment insurance benefits, including one-on-one assessment opportunities and expanding weekly workshops to incorporate other workforce development services.

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 VCW-Piedmont Region will adhere to the priority of service provision in the WIOA legislation for adult career and training services. A policy has been developed to enforce this priority of service. (https://vcwpiedmont.com/wp-content/uploads/1-Priority-of-Service-Policy-1.pdf)

Ensuring Priority for Adult Career and Training Services

The Governor and the local board have directed the one-stop operator to prioritize adult career and training services for public assistance recipients, other low-income individuals, working learners, and basic skills. The VCW-Piedmont Region is recognized for its strong connection with local and regional economic development and GOVA Growth Plans. These collaborations can attract potential projects to the region.

Key Strategies:

1. **Targeted Support for Workforce Needs:**
   - Assist economic development partners in planning to meet workforce needs at the onset of potential projects.
   - Provide relevant information and service descriptions to attract prospects and support their workforce requirements.
2. **Promoting Entrepreneurial Skills and Microenterprise Services:**
   - Co-locate the PWDB with the Central Virginia Small Business Development Center (CVSBDC) to offer services to small businesses in Charlottesville and surrounding counties.
   - Conduct on-site workshops on business startup practices, accounting, financial skills, marketing, and social media.
   - Provide one-on-one counseling sessions in the region based on client needs.
3. **Comprehensive Workshop Offerings:**
   - Collaborate with the Virginia Works and Virginia Employment Commission (VEC to provide free workshops and seminars through the Virginia Workforce Connection system.
   - Include a variety of topics, including entrepreneurial training, to support career seekers and small business owners.
4. **Priority for Public Assistance Recipients and Low-Income Individuals:**
   - Ensure that recipients of public assistance, other low-income individuals, and individuals who have are basic skills deficient receive priority for adult career and training services.
   - Utilize targeted outreach and support mechanisms to connect these individuals with available resources and opportunities.
5. **Referral System:**
   - Maintain an open referral system among Virginia Works partners to support micro-enterprise opportunities.
   - Refer individuals interested in starting or expanding their small business to the appropriate resources and services.

By implementing these strategies, VCW-Piedmont aims to support the human resources needs of local industries and ensure that priority populations receive the necessary career and training services to succeed in the workforce. The collaboration with economic development entities and the comprehensive service offerings enhance the region's attractiveness to potential businesses and support overall economic growth.

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 VCW-Piedmont Region is recognized as a best practice in the Commonwealth for its strong connection with economic development. The Central Virginia Partnership for Economic Development collaborates with the Virginia Economic Development Partnership to attract potential regional projects. The VCW-Piedmont Region assists economic development partners by planning to meet workforce needs at the onset.

The Central Virginia Small Business Development Center (CVSBDC) serves small businesses in Charlottesville and the counties of Albemarle, Fluvanna, Greene, Louisa, Nelson, and Orange. It offers on-site workshops on business startup practices, accounting, financial skills, marketing, and social media. Consultants also provide one-on-one counseling sessions both on-site and regionally, depending on client needs.

In addition to CVSBDC, Virginia Works provides free workshops and seminars through the Virginia Workforce Connection system. These workshops cover various topics, including entrepreneurial training. All workforce development ecosystem partners support microenterprise opportunities and make referrals for individuals interested in starting or expanding their small businesses.

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 VCW-Piedmont Region and its partners in the workforce development ecosystem have improved collaboration with secondary education programs. Recently, K-12 school systems have become more involved with the PWDB and Council (CLEO), with Career and Technical Education (CTE) representatives serving at the committee level. The VCW-Piedmont Region also participates in CTE advisory councils, providing data on workforce trends, employer needs, and credential demands.

The VCW-Piedmont Region will request membership in local school systems' CTE groups to enhance collaboration. These groups serve as entry points to promote services and programs available to youth, helping them prepare for employment or post-secondary education. Partners in the workforce development ecosystem, tasked with serving youth, must understand each other's goals and measures.

To eliminate duplication of services and leverage funding sources, the VCW-Piedmont Region and partners will develop strategies to serve youth through the public school system. One approach involves convening One-Stop Center partners, such as the Department for Aging and Rehabilitative Services and WIOA Title I Youth Programs, to conduct workshops and seminars at local high schools. Topics may include resume and cover letter development, social media etiquette, and soft skills.

Another strategy involves providing job information directly to high school guidance counselors to match and refer graduating students to local employers and One-Stop services. Since 2014, the VCW-Piedmont Region has

hosted the Work-based Learning Academies for youth ages 16-24. These bring together employers, nonprofit organizations, workforce development partners, and local school systems to offer youth employment, internship, and volunteer opportunities. They will continue with input from local school systems to improve operations and expand services.

The VCW-Piedmont Region and its partners will also develop specific marketing and informational materials for K-12 school systems, including CTE departments. These materials will provide school staff with service eligibility requirements, flyers and marketing materials for parents, and information on post-secondary workshops and resources. A 12-month calendar will also outline job fairs, seasonal and peak hiring seasons, and events at One-Stop Centers.

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 region's community colleges are vital to workforce development, providing essential resources to career seekers and employers. The VCW-Piedmont Region ensures their integral involvement in many initiatives undertaken by the Board, Council (CLEO), and committees. Representatives from the community colleges are present at comprehensive and affiliate One-Stop Centers and are represented on the PWDB.

Future initiatives will always involve community colleges due to their unmatched expertise in education and training needs. The VCW-Piedmont Region collaborates with community colleges on various initiatives. As designated training coordinators by the Code of Virginia, community college staff partner with the VCW-Piedmont Region in developing and coordinating training programs.

For instance, the Virginia Incumbent Worker Innovation Program funding secured in June 2016 was developed with significant assistance from community college staff, who also conducted outreach to local employers. Leveraging community college staff for employer outreach enabled efficient grant operation without additional program management staff. The VCW-Piedmont Region also utilizes the Workforce Credentials Grant to serve career seekers and employers better.

The VCW-Piedmont Region will continue to serve on Employer Advisory Councils with community colleges to offer input on curricula and programs needed by industry sectors. Further collaboration with Title II – Adult Education and Literacy providers will create contextualized training opportunities for individuals with barriers to employment and basic skills deficiencies. Successfully assisting unemployed or underemployed individuals requires all partners to work together to address skill deficiencies and support career pathway development.

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 VCW-Piedmont Region provides support service funding only when necessary for individuals to participate in WIOA employment and training activities and when support services are unavailable through other sources. After exhausting other resources, WIOA funds are used as a last resort to meet the needs of WIOA participants and leverage funding.

When a participant requests supportive services or a need is identified, WIOA Title I staff review the capability of other workforce development ecosystem partners to provide funding. These partners include the United Way, Community Action Agencies, Head Start programs, local Social Services Departments, scholarship and grant opportunities, literacy councils, housing, and regional transportation networks. WIOA Title, I Program staff must document the lack of funding from other agencies before allocating WIOA funds.

To ensure effective service delivery, the VCW-Piedmont Region coordinates with these partners to provide public transportation and other appropriate supportive services. This collaboration aims to address participants' needs, promote efficient resource use, and avoid duplication of services.

> 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 regulatory changes enacted by the Employment and Training Administration (ETA), Department of Labor (DOL) in 2020 modernize the regulations implementing the Wagner-Peyser Act to align with the flexibility allowed under the Workforce Innovation and Opportunity Act (WIOA). These changes allow States to choose the most effective service delivery model for the Employment Services (YES) program, focusing on services for individuals with barriers to employment, improved opportunities for Unemployment Insurance (UI) recipients, and better outreach to rural areas.

The changes also provide states with flexibility in staff employment and farmworker outreach services using various models, including state employees, local government employees, service providers, or a combination of these. This flexibility aims to help employers find employees and assist career seekers in finding work. The modifications require conforming amendments to specific Wagner-Peyser Act references in the U.S. Departments of Labor and Education's joint WIOA regulations but do not affect other programs' staffing requirements.

Per 20 CFR Part 683, the federal grantee, the VEC, must monitor the employment service program established by the Wagner-Peyser Act to comply with federal law. The VA Works retains this responsibility as the direct recipient of grant funds from the Department of Labor (DOL). The LWDB, as the sub-awardee, will be subject to all monitoring activities, findings, and determinations that VA Works considers necessary to maintain federal compliance and ensure effective and meaningful service to all participants.

Additionally, the State will monitor all policies and procedures to guarantee that universal access is provided to participants, as mandated by 20 CFR 652.207. All monitoring will follow 20 CFR 683, subparts B (Administrative Rules, Costs, and Limitations) and D (Oversight and Resolution of Findings). If there is a finding regarding the sub-awardee's delivery of the employment service program under the Wagner-Peyser Act, the LWDB will have up to 60 days to resolve the finding with the State. If the findings are not resolved timely or effectively, the Virginia Commission reserves the right to terminate the provisions of this MOU and grant funds.

System Structure: The LWDB collaborates with the Virginia Employment Commission (VEC) to develop and share best practice strategies gleaned from their experiences serving as contractors for Wagner-Peyser from July to March 2021. The LWDB and VEC will continue to devise relevant work plans to maximize and strengthen service delivery by implementing best practices.

LWDA 6 has one American Job Center, two affiliates, and one mobile, providing full assistance to career seekers, workers, and businesses under one roof. These centers, established under WIA and continued by WIOA, offer

comprehensive services designed to match talent with opportunities, including Wagner-Peyser Act provisions. The centers are:

- Virginia Career Works – Charlottesville (Comprehensive)
- Virginia Career Works – Culpeper Center (Affiliate)
- Virginia Career Works – Orange Center (Mobile)
- Virginia Career Works – Albemarle Center (Affiliate)

Body of Work: The Piedmont Workforce Development Board will make the following Wagner-Peyser services available, consistent with Virginia and LWDA policies and Virginia's WIOA Combined State Plan:

- Basic and individualized career services for career seekers and workers
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Outreach regarding local workforce services and products
- Access to labor market information and assistance with interpretation relating to local, regional, and national labor market areas
- Outreach and assistance to employers to fill workforce needs
- Customized recruitment, job applicant screening, and referral services
- Job fairs, recruiting, and interviewing job applicants at one-stop center facilities
- Posting job vacancies in the state labor exchange system and filling job orders
- Information on workforce development initiatives and programs
- Development and implementation of industry or sector partnerships
- Intake, outreach, and orientation to available workforce ecosystem services, programs, tools, and resources
- Referral to training services
- Information on supportive services and appropriate referrals
- Training Wagner-Peyser staff to use the Career Pathways Guide for recruitment and retention strategies

Virginia Career Works centers are high-performing workplaces with staff ensuring quality service. All parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations
- Title VI of the Civil Rights Act of 1964
- Section 504 of the Rehabilitation Act of 1973
- The Americans with Disabilities Act of 1990
- The Jobs for Veterans Act regarding priority of service in DOL-funded programs
- Training and Employment Guidance Letter (TEGL) 37-14
- The Family Educational Rights and Privacy Act (FERPA)
- Confidentiality requirements for personal information held by the VR agency
- Confidentiality requirements for information held by the State UI agency
- All applicable federal and state laws, implementing regulations, and guidelines

Additionally, all parties shall:

- Collaborate and reasonably assist each other in developing service delivery protocols
- Agree to comply with all applicable federal and state laws relating to privacy rights, record maintenance, and confidential customer information
- Retain ownership of equipment and furniture purchased for purposes described hereinafter the agreement termination

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 local board will coordinate workforce investment activities to provide adult and literacy activities by collaborating closely with Title II – Adult Education and Literacy providers. This collaboration will ensure the development of contextualized training opportunities for individuals with low literacy and numeracy deficits.

To enhance service delivery and avoid duplication, the board will leverage the expertise of adult education providers to address skill gaps and support career pathway development. Regular meetings and joint planning sessions will be held to align strategies and share information on workforce trends, employer needs, and credential demands.

The local board will review local applications for adult education and literacy funding by establishing a review committee composed of representatives from the development workforce, adult education, and other relevant stakeholders. This committee will evaluate applications based on criteria such as alignment with regional workforce needs, the potential for impactful outcomes, and the ability to leverage additional resources.

The committee will ensure that funded programs meet the needs of participants and employers while promoting efficient resource use. Applicants will receive feedback to improve program design and delivery continually.

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)]

Policies and Protocols for Engaging Employers

The VCW-Piedmont Region prioritizes employers as the primary customers of the workforce development system. Career seekers are the supply to meet employer demand. The region has established two Business Services Teams (BSTs), one for Planning District 10 and one for Planning District 9, involving key workforce development partners to meet local employers' needs. These teams coordinate business service delivery according to the local and combined state plans.

Involving Employers in New Workforce Development Activities

The VCW-Piedmont Region emphasizes a single point of contact for businesses, operationalized by the BSTs, to streamline business processes and avoid duplicative services. BSTs build relationships with business organizations, integrate and streamline services, provide informational resources, assist in recruiting and training, and offer customized services. Information from employer contacts is shared within the BSTs to ensure equal and effective service promotion.

Addressing Employers' Specific Workforce Needs

Key strategies include:

- **Coordinating with Economic Development Leaders:** The VCW-Piedmont Region leverages its relationship with the Central Virginia Partnership for Economic Development. The President of this organization serves as the Piedmont Workforce Development Board's Executive Director, facilitating insights into economic development activities and reporting them to the BSTs.
- **Engaging with the Virginia Jobs Investment Program (VJIP):** The region collaborates with VJIP staff to serve employers better and explore collaborative business expansion projects.
- **Business Satisfaction Surveys:** The region will implement efficient surveys to gather feedback on employers' experiences with workforce services, ensuring continuous improvement.
- **Consistent Messaging:** All BST members and front-line staff use the same "elevator speech" and marketing tactics to promote the workforce development system. The region evaluates and updates marketing materials to reflect holistic service promotion.
- **Confidentiality and Ethics:** BST members adhere to confidentiality and ethical standards regarding business needs and statutory requirements.

Shared Business Client Ownership and Accountability

Coordinated efforts among partners expand the breadth of services offered to businesses, benefiting all parties involved. Business outreach representatives share intelligence, coordinate follow-up strategies, and regularly participate in local and state-provided training, including cross-training. Coordinated business services represent the collective effort when engaging with businesses and involve partners/resources to address specific solutions

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)]

To expand access to employment, training, education, and supportive services, particularly for individuals with barriers to employment, the VCW-Piedmont Region will continue to build on its existing partnerships and implement new strategies that increase the accessibility and effectiveness of services. This comprehensive approach ensures that the workforce development ecosystem is not only meeting the needs of eligible individuals but is also continuously evolving to address barriers in real-time.

1. Strengthening Partnerships and Increasing Resource Availability

A key component of the strategy to improve access is strengthening partnerships between workforce development entities and community-based organizations. VCW-Piedmont Region is committed to working closely with core programs, local service providers, and community-based organizations to improve referral processes and facilitate integrated services for individuals. To facilitate this, the region will continue to maximize partnerships with the local community colleges, Piedmont Virginia Community College (PVCC), Laurel Ridge Community College (LRCC), Germanna Community College (GCC), and Thomas Jefferson Adult and Career Education (TJACE), providers of Title II – Adult Education and Literacy Services. These partnerships allow individuals to gain access to educational and vocational programs on-site at the One-Stop Centers, which helps bridge gaps in basic literacy and workforce readiness.

Furthermore, VCW-Piedmont will continue to engage stakeholders to create additional partnerships with local employers, industry groups, and training providers. This will ensure that all individuals, especially those with educational gaps, can access the resources and opportunities that help them secure long-term, sustainable employment.

2. Enhancing Access Through Technology and Mobile Workforce Centers

The region recognizes that transportation and access to technological resources are one of the most significant employment gaps for individuals in rural areas. To address these challenges, VCW-Piedmont will work with county and city officials to expand mobile workforce centers. These mobile services support the community through job search, career coaching, and training services to underserved communities, particularly in rural areas with limited transportation and internet access. This mobile service will also serve as a bridge between the One-Stop Centers and the outlying areas, allowing individuals to access training, assessments, and resources that are otherwise out of reach.

Additionally, these mobile centers will help build trust and ease career seekers' apprehension about accessing services. They will be staffed with trained professionals who can assist individuals one-on-one, help navigate the system and connect them with partner organizations for additional services like childcare, transportation, or credential assistance.

3. Cultural Competency and Customer Service Training

In order to effectively serve regional communities, VCW-Piedmont will ensure that all staff working with career seekers and employers undergo cultural awareness and sensitivity training. This training will equip front-line staff and core program partners to work with individuals from various backgrounds, including English Language Learners (ELL), veterans, and individuals with disabilities. The training will focus on understanding the unique challenges these groups face and how to provide culturally competent customer service that is respectful, responsive, and effective customer service.

Furthermore, as part of the region's diversity and inclusion framework, the VCW-Piedmont Region will increase the availability of language services at the One-Stop Centers, ensuring that all individuals can access the services they need, regardless of language barriers. This may include translation lines, materials in multiple languages, and staff proficient in additional languages to improve communication and service delivery for non-English speakers.

4. Promoting Career Pathways and Sector-Based Strategies

VCW-Piedmont is committed to aligning education, training, and employment opportunities by promoting Career Pathways. This strategy allows individuals to earn stackable, industry-recognized credentials that allow them to advance in their careers, regardless of their starting point. The Career Pathways Blueprint will identify skill gaps within high-demand sectors and create training programs that directly address those needs.

In partnership with local employers, educational institutions, and workforce development partners, VCW-Piedmont will ensure that the region's workforce is prepared for the future. Sector strategies will be employed to address workforce needs in specific industries, including healthcare, hospitality, tourism, light manufacturing, food and beverage, which have been identified as critical areas for growth in the region. In addition to creating pathways for individuals with employment gaps, VCW-Piedmont will continue to engage employers in developing strategies to recruit and retain individuals from a variety of backgrounds, ensuring their businesses have access to a well-trained, skilled workforce.

5. Expanding Supportive Services for Career Seekers

To ensure that individuals with employment gaps can fully engage in workforce development services, VCW-Piedmont will work with partner organizations to expand access to supportive services such as transportation, childcare, and financial assistance for training and credentialing. These services will be integrated into the case management process, ensuring that career seekers are connected to the support they need to succeed.

For example, staff at the One-Stop Centers will promote financial assistance for training and credentialing fees through programs like the FANTIC and Workforce Credentials Grant to ensure that individuals can pursue the necessary education and training programs without financial burden. Moreover, staff will assist individuals in navigating available resources and connecting them with transportation and childcare support, eliminating obstacles to participation in the workforce development ecosystem.

6. Developing Collaboration with CTE Programs to Align and Promote Work-based Learning

To better support career seekers, VCW-Piedmont will focus on developing stronger collaborations with Career and Technical Education (CTE) programs in both planning districts 9 and 10. These collaborations will aim to align CTE offerings with the evolving needs of local industries and enhance opportunities for work-based learning experiences, such as apprenticeships, internships, and on-the-job training. By aligning CTE programs with workforce development initiatives, VCW-Piedmont seeks to ensure that individuals gain the relevant skills and experiences that employers demand, particularly in high-growth sectors such as healthcare, manufacturing, and information technology.

A Career Readiness Specialist can play a pivotal role in this collaboration by working directly with CTE instructors, employers, and workforce development partners to help bridge the gap between classroom training and real-world job requirements. Specialists can guide career seekers through the process of identifying CTE programs that match their career interests and skills, and they will help ensure that these individuals are connected to work-based learning opportunities that allow them to gain hands-on experience in their chosen fields.

Work-based learning opportunities are critical to providing career seekers and working learners with the practical skills necessary for success in the workforce. Additionally, these opportunities offer employers a chance to identify and cultivate a skilled, job-ready workforce while providing career seekers with valuable insights and connections in their industries of interest.

VCW-Piedmont will also work with local businesses to create customized work-based learning programs that align with the competencies required in specific sectors. This will include employer-driven training programs that offer individuals real-world experience and financial incentives for employers to participate in and host work-based learning opportunities. By integrating CTE programs and work-based learning into the workforce development ecosystem, VCW-Piedmont will increase career seekers' access to hands-on experience, improve their employability, and better equip them to meet the skill demands of employers in the region.

Through these collaborative efforts, VCW-Piedmont will ensure that individuals, especially those facing obstacles to employment, have enhanced access to valuable training, education, and work-based learning opportunities. By promoting strong partnerships with CTE programs, expanding work-based learning experiences, and aligning these programs with regional workforce needs, VCW-Piedmont will contribute to a more inclusive and effective workforce development ecosystem that meets the needs of working learners, career-seekers, and employers.

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)]

Facilitating the Development of Career Pathways

The VCW-Piedmont Region is committed to facilitating the development of career pathways that align with the region's labor market needs and help individuals progress toward high-demand, self-sustaining career opportunities. The Career Pathways model emphasized across the Commonwealth provides a strategic framework for connecting individuals to occupations that offer long-term growth potential and upward mobility. The VCW-Piedmont Region fully embraces this model, recognizing its value for career seekers and employers who can develop and retain a skilled workforce by promoting from within.

The Career Pathways model will guide the region's workforce development ecosystem by ensuring that individuals, particularly those with employment gaps, can pursue sustainable careers through an accessible, structured progression of education, training, and work experience. The region's approach will focus on facilitating upward mobility by offering clear, sequenced steps that lead to industry-recognized credentials, advancing skills, and ultimately securing higher-wage employment. These pathways are designed to meet employers' needs for skilled labor and the aspirations of career seekers for stable, rewarding careers.

1. Alignment with Target Industries and In-Demand Occupations

To support the development of career pathways, the VCW-Piedmont Region has prioritized funding and resources to support education, training, and employment opportunities in target industries and in-demand occupations. Through careful coordination, the local board ensures that workforce investment aligns with the local economy's needs, ensuring that individuals are placed in career pathways that lead to occupations with high growth potential and economic mobility.

A policy has already been established to guide Title I funding allocation toward these critical industries and occupations. This policy ensures that training and employment opportunities focus on sectors essential to the region's economic vitality and offer the best prospects for long-term career advancement. A copy of this policy, outlining the in-demand occupations in the region, can be found the Local Plan Required Attachments

2. Integrated and Contextualized Training Models

Integrating education and training services is a fundamental aspect of the VCW-Piedmont Region's career pathways strategy. This involves aligning adult education and occupational skills training to provide career seekers with the skills they need to enter or advance in high-demand fields quickly and efficiently. Working collaboratively with core and required partners, including training and education providers, the region will develop contextualized training models that address the educational gaps of career seekers while simultaneously preparing them for immediate employment opportunities.

This integrated approach ensures that working learners, career switchers, and career seekers gain the foundational skills they need for success (such as literacy, numeracy, and work readiness) and the technical skills required for specific occupations. The goal is to reduce individuals' time to complete training programs and move into the workforce. To facilitate this, the region will prioritize programs that offer stackable, portable, and industry-recognized credentials, ensuring that each step taken within the career pathway builds toward meaningful advancement.

3. Mitigating Education Requirements

One of the challenges the VCW-Piedmont Region seeks to address is the existing educational requirements imposed by local education and training providers. To fully realize the potential of the Career Pathways model, these requirements mustn't become a roadblock for individuals who may be under-skilled or lack formal qualifications but possess the potential for success in the workforce.

The VCW-Piedmont Region will discuss with local education and training providers to explore the possibility of waving or modifying these entry-level education requirements to create more flexible pathways. By removing these requirements, the region can ensure that individuals, especially those facing significant challenges, are not excluded from career opportunities that lead to self-sufficient wages. This initiative will be key to making career pathways more inclusive and accessible for all individuals, regardless of their educational background.

4. Hands-On Support and Screening at the Resource Room

The VCW-Piedmont Region will explore a more comprehensive, hands-on approach to screening and referrals at the Resource Room within the One-Stop Centers to ensure that career seekers receive personalized support and are connected to the right services. Staff will be trained to screen individuals for eligibility and appropriateness for a wide range of services, including WIOA, Vocational Rehabilitation, Adult Education and Literacy, and Unemployment Insurance, ensuring that career seekers receive the full support they need to succeed.

This proactive, staff-assisted approach will increase the efficiency of referrals and help to ensure that all career seekers are appropriately co-enrolled in programs that provide the necessary resources for their career advancement. By integrating various service providers into the Resource Room, the VCW-Piedmont Region will facilitate more streamlined access to critical services, eliminating barriers and creating a more cohesive support system for individuals. Continuous evaluation will ensure that the One-Stop Centers remain responsive and focused on continuous improvement in service delivery.

5. Expanding Access to Recognized Postsecondary Credentials

As part of its commitment to developing career pathways, VCW-Piedmont will work to ensure that career seekers have increased access to postsecondary credentials that are recognized by industry, to include: certifications, micro-credentials, portable credentials across employers and regions, and stackable credentials that allow individuals to progressively gain higher levels of qualification and responsibility in their chosen field.

Through close coordination with local training providers and employers, the region will promote credentialing opportunities that align with high-demand industries. In addition, VCW-Piedmont will encourage career seekers to pursue credentials that provide immediate employment opportunities and long-term career mobility. The region will equip individuals with the tools to succeed in a dynamic labor market by emphasizing stackable and portable credentials.

6. Collaborative Efforts to Expand Work-Based Learning Opportunities

To further support the development of career pathways, VCW-Piedmont will enhance its work-based learning opportunities, including apprenticeships, internships, on-the-job training, and other forms to earn while you learn. These opportunities will be integrated into the career pathways model to ensure that individuals gain practical, hands-on experience that enhances their skills and increases their employability.

Employers in the region will be engaged to identify and create work-based learning opportunities that align with the region's in-demand occupations. By providing real-world experience, work-based learning will allow individuals to gain critical industry-specific skills, build professional networks, and improve their chances of securing full-time, self-sustaining employment upon completing their training programs.

Through these strategies, the VCW-Piedmont Region will facilitate the development of career pathways and/or industry academies that lead to meaningful, long-term career opportunities. By aligning educational and training services with local employer needs, increasing access to industry-recognized credentials, and creating work-based learning opportunities, the region will ensure that career seekers are prepared for success in today's competitive job market. Implementing these pathways will support the region's economic growth and improve the livelihoods of its workforce by providing clear, attainable pathways to sustainable employment.

> 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)]

Utilizing Co-Enrollment to Maximize Efficiencies and Resources

The VCW-Piedmont Region recognizes the importance of co-enrollment in core programs to maximize efficiencies, leverage resources, and better serve career seekers. Co-enrollment allows for a comprehensive, coordinated approach to delivering services and ensures that individuals can access all available resources to support their training, employment, and career advancement needs.

The region's core and required partners, including training and education providers, work collaboratively to deliver integrated, contextualized training to meet the evolving needs of local employers. By co-enrolling individuals in multiple programs, such as WIOA, Vocational Rehabilitation, Adult Education and Literacy, SNAP-EBT, TANF/VIEW, and other available services, career seekers can benefit from a broader range of support, including financial assistance, training opportunities, and case management. This approach also ensures that training costs are efficiently managed by coordinating multiple funding sources, avoiding duplication, and maximizing resource utilization.

VCW-Piedmont will leverage the practice of co-enrollment through a hands-on, staff-assisted approach in the Resource Room. Staff will screen all customers for eligibility across various programs, facilitating effective referrals and ensuring that individuals are enrolled in the most appropriate and accessible services. This process streamlines service delivery and encourages braided funding to cover training costs, mainly when participants cannot fully fund their training through other means such as Pell Grants, G3, Fast Forward, or other financial assistance programs.

WIOA Title, I career counselors are pivotal in this process, as they can co-enroll career seekers into multiple programs based on eligibility and individual needs. Under the direction of their supervisors, counselors will ensure that participants are connected to a comprehensive range of workforce development services, including job training, employment services, and supportive services. This resource coordination will maximize service delivery effectiveness and ensure that career seekers are well-equipped to succeed in the workforce.

Additionally, the region will implement professional development training for staff and partners on co-enrollment principles. This training will ensure that staff have the knowledge and tools to engage with individuals from various backgrounds and help them navigate the complex system of services available.

By fostering a culture of co-enrollment, VCW-Piedmont will improve access to postsecondary credentials, including industry-recognized certifications, micro-credentialing, and stackable credentials, that enhance career seekers' employability and long-term career success. This collaborative, integrated approach will ensure that the region's workforce development ecosystem is efficient, comprehensive, and responsive to the needs of all individuals, particularly those with employment gaps.

One-Stop Delivery System and Continuous Improvement in the VCW-Piedmont Region

The VCW-Piedmont Region's One-Stop Delivery System ensures that career seekers and employers can access various integrated services, from workforce development programs to education and training resources. Rappahannock Goodwill Industries is the One-Stop Operator and administers the WIOA Title I Adult, Dislocated Worker, and Youth programs. To ensure that services are effective, responsive, and continuously improving, the region has implemented a robust system for monitoring, evaluating, and enhancing the performance of its One-Stop Operator and service providers.

Continuous Improvement of Service Providers

To ensure that Rappahannock Goodwill, as the primary One-Stop Operator, is meeting the needs of local employers and career seekers, the Piedmont Workforce Development Board (PWDB) conducts an annual review of the operator's contract and performance, focusing on adherence to contract terms, performance measures, and the quality of services delivered. These reviews include detailed evaluations conducted by the PWDB committees and an overarching review led by the PWDB and VCW-Piedmont Council (CLEO) members. This process ensures that service delivery is aligned with regional workforce needs and federal, state, and local performance standards.

The One-Stop and Program Operator(s) are selected through a competitive process, ensuring that only qualified providers are chosen to meet the region's needs. An RFP process is used to procure services, and contracts are awarded yearly, with the potential for two one-year renewals. The contract specifies performance measures, including credential attainment and employment outcomes, which are critical in assessing how well the program meets local employers' demands for skilled workers. By monitoring these measures, VCW-Piedmont ensures that the programs are aligned with the region's target industries and in-demand occupations, helping career seekers achieve meaningful credentials and employment outcomes.

In addition to monitoring program performance, the VCW-Piedmont region actively seeks feedback through customer satisfaction surveys, job fair success rates, and other outcome metrics. This data is used to adjust service delivery as needed and ensure that the One-Stop Operator continually improves its ability to meet the needs of employers, workers, and career seekers alike.

Evaluation and Continuous Improvement of Training Providers

In addition to overseeing the One-Stop Operator, VCW-Piedmont also evaluates eligible training providers (ETP) to ensure the workforce development ecosystem delivers high-quality, relevant training. The region uses the Eligible Training Provider List (ETPL) to assess and approve training providers based on their ability to meet local workforce needs and produce positive participant outcomes. The PWDB and VCW-Piedmont Council review all training provider applications and conduct annual reviews to assess each provider's effectiveness.

Training providers who fail to meet performance expectations are subject to removal from the ETPL, ensuring that only high-performing, relevant programs are funded. To support continuous improvement, the PWDB plans to implement participant satisfaction surveys for those who complete training programs. The feedback will be used to assess the training providers' effectiveness and adjust where necessary.

Collaboration and Resource Integration

VCW-Piedmont is committed to fostering collaboration and maximizing resources across partner organizations to reduce duplication of efforts and provide seamless services to career seekers. The region has received a GO Virginia grant ("Future of Workforce Development") to strengthen workforce development support in rural counties, offering on-site support to address unique local challenges. Through this partnership, VCW-Piedmont collaborates with local governments and other community organizations, such as Goodwill, United Way, MACCA, and DSS, to align resources and improve service delivery while keeping costs low.

Working-level partner meetings are held monthly, while management-level partner meetings occur quarterly. These meetings provide a forum for partners to discuss co-enrollment opportunities, identify service gaps, and ensure that resources are being integrated effectively to support career seekers. By reducing duplication and coordinating efforts, VCW-Piedmont ensures that participants receive the comprehensive support they need to succeed.

Performance Management and Accountability

The region has implemented a rigorous performance management and accountability framework for continuous improvement. This includes tracking key performance indicators related to employment outcomes, credential attainment, and program participation. Any areas that fall short of expectations are addressed through targeted continuous improvement plans managed by the Board staff. These plans outline specific actions to address performance issues and ensure that all providers are meeting the needs of the workforce and employers.

By continuously evaluating the effectiveness of its One-Stop Delivery System and ensuring that training providers deliver high-quality services, VCW-Piedmont is committed to creating a workforce development ecosystem that meets the needs of local employers and supports the success of career seekers across the region. Through collaboration, resource integration, and performance accountability, VCW-Piedmont strives to create a responsive, efficient, and impactful system for workforce development.

> A. 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)]

Facilitating Access to One-Stop Services in the VCW-Piedmont Region

The VCW-Piedmont Region is committed to ensuring equitable access to workforce development services for all residents, including those in remote and rural areas. Recognizing transportation shortfalls and geographic challenges, the region has implemented various strategies to extend the reach of its One-Stop Delivery System. These efforts include leveraging technology, mobile services, and community partnerships to ensure that all individuals can easily access the services they need regardless of location.

Technology-Enabled Access

The VCW-Piedmont Region is actively exploring the use of technology to enhance access to services, particularly in rural areas. To address the digital divide and provide virtual access to One-Stop services, the region is considering installing webcams in outlying localities, allowing residents to connect virtually with One-Stop staff for remote counseling, workshops, and intake services. Additionally, the region plans to deploy mobile computer labs equipped with laptops to extend training, workshops, and assessments into rural areas, further improving access to job search assistance, skills development, and career readiness programs.

Mobile Outreach and On-Site Services

To ensure that individuals in remote areas are not left behind, WIOA Title I staff regularly travel to outlying localities to meet prospective clients and conduct services off-site. This mobile outreach model increases accessibility and allows individuals who might not have transportation to engage with workforce services close to home. Similarly, Title II—Adult Education and Literacy providers are present in each locality across the region, ensuring that individuals can access basic skills education, English language learning (ELL) programs, and workplace readiness services locally.

Community and Partner Collaboration

In addition to mobile outreach, Title III – Wagner-Peyser staff are strategically stationed in rural areas, using local libraries, churches, and affiliate Stop Centers as venues for delivering employment services. This approach ensures that individuals in underserved communities can access job search support and career counseling without traveling long distances. Vocational Rehabilitation services (Title IV), provided by the Department for Aging and Rehabilitative Services and the Department for Blind and Vision Impaired, also prioritize rural outreach, with case management staff assigned to rural counties. These staff members conduct in-person meetings and outreach in local high schools, ensuring that youth with disabilities can access services.

Enhancing Community Partnerships

Recognizing the role of community institutions in expanding access, the VCW-Piedmont Region works closely with local libraries and community organizations to offer informational resources and connect individuals with workforce services. Libraries serve as accessible hubs for career seekers who may not have reliable internet or transportation. The region also seeks to expand its reach by collaborating with well-established community networks and leveraging social media platforms and technology to share job openings and workforce resources through trusted local influencers.

Continuous Improvement and Future Exploration

The VCW-Piedmont Region continuously evaluates ways to improve access to services for individuals who face transportation barriers or live in remote areas. The region is exploring adding affiliate One-Stop sites in underserved locations and strengthening partnerships with local organizations, including libraries, to disseminate workforce-related information. In addition, VCW-Piedmont plans to explore further digital solutions such as virtual career fairs, online training modules, and remote job application assistance to continue increasing accessibility and ensuring that career seekers can connect with the right resources, regardless of location.

Technology Tools and Communication Platforms

To keep all partners connected and ensure effective service delivery, the VCW-Piedmont Region fully leverages virtual meeting platforms and tools like Google Docs, LinkedIn Learning, and various social media channels. These tools are used for internal communication among staff and engaging career seekers through online workshops, career development resources, and job search strategies. By utilizing various digital platforms, the region ensures that its services remain flexible and accessible, particularly in today's increasing digital workforce environment.

Through these efforts, the VCW-Piedmont Region aims to create a truly accessible, inclusive workforce development ecosystem that connects residents across rural and urban areas with the resources and opportunities they need to thrive in the labor market.

> B. 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)]

Compliance with WIOA Section 188 and ADA Requirements for Accessibility

The VCW-Piedmont Region ensures that all individuals, including those with disabilities, have equal access to the services and opportunities provided through the One-Stop Delivery System. In compliance with WIOA Section 188 and the Americans with Disabilities Act (ADA) of 1990, the region has implemented comprehensive strategies to ensure both physical and programmatic accessibility.

Physical and Programmatic Accessibility

The VCW-Piedmont Region has collaborated with experts, including the Department for Aging and Rehabilitative Services (DARS) and the Department for Blind and Vision Impaired, to thoroughly assess all One-Stop Centers and affiliate sites for ADA compliance. These assessments have resulted in targeted recommendations, which have been addressed to ensure that all physical locations are fully accessible to individuals with disabilities. All One-Stop Centers and affiliate sites are certified under WIOA Section 188 requirements, ensuring compliance with accessibility standards and programmatic services.

Accessible Technology and Materials

In addition to physical accessibility, the VCW-Piedmont Region ensures that technology, materials, and services are accessible to individuals with disabilities. Each One-Stop Center and affiliate site is equipped with assistive technologies, such as screen readers, adaptive keyboards, and other devices, to support individuals with disabilities in conducting job searches, completing applications, and accessing career resources. The One-Stop Operator is responsible for regularly maintaining and testing this equipment to ensure it is in working order and readily available to career seekers.

Staff Training and Disability Awareness

To further support individuals with disabilities, the VCW-Piedmont Region provides ongoing disability awareness training to all One-Stop staff. This training is facilitated by DARS and the Department for Blind and Vision Impaired, ensuring that staff are equipped to address the diverse needs of individuals with disabilities respectfully and effectively. The training focuses on understanding various types of disabilities, appropriate communication strategies, and how to offer tailored services that help individuals with disabilities fully engage in the workforce development process.

Through these measures, the VCW-Piedmont Region demonstrates its commitment to creating an inclusive, accessible workforce development ecosystem where individuals of all abilities can participate in programs and services, pursue career opportunities, and achieve self-sufficiency.

Roles and Resource Contributions of One-Stop Partners

All core partners contribute to a shared infrastructure plan that aligns with federal guidelines to ensure the effective operation of the comprehensive One-Stop Center in the VCW-Piedmont Region. The region has an established infrastructure model, with all partners agreeing to participate and contribute resources to the center's operations.

Given the need for continual improvement, the region has initiated a re-evaluation of the current cost-sharing methodology. Three allocation methods, square footage, full-time equivalents (FTEs), and visitor traffic—will be considered to determine the most equitable approach for the new infrastructure model. This reevaluation will help guide the development of a new Memorandum of Understanding (MOU) to ensure compliance with WIOA and clearly define each partner's role and resource contributions.

Services Provided by Partners

Each partner in the workforce development ecosystem delivers services that align with federal, state, and local regulations. These services are consistent with the mandates set forth in WIOA, as well as policies from the Virginia Board of Workforce Development and Virginia Works. The services provided by each partner are as follows:

- **Title I (WIOA Adult, Dislocated Worker, and Youth Programs):** Provides workforce development services, including job training, career coaching, and support services for adults, dislocated workers, and youth.
- **Title II (Adult Education and Literacy Program):** Offers adult education, literacy services, and programs to improve basic skills and prepare individuals for further workforce training.
- **Title III (Wagner-Peyser):** Delivers employment services, including job search assistance, labor market information, and job placement services.
- **Title IV (Vocational Rehabilitation):** Supports individuals with disabilities by providing vocational counseling, job training, and placement assistance.

The MOU, developed in collaboration with all core partners, will outline each partner's responsibilities and contributions, ensuring a coordinated approach to delivering services to career seekers and employers in the region.

> C. 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)(2)

Integrated Technology-Enabled Intake and Case Management System

The VCW-Piedmont Region is committed to enhancing its One-Stop Centers by integrating technology to streamline intake, case management, and service delivery. The region has funded iPads at the comprehensive One-Stop Center in Charlottesville to improve the sign-in and referral process. Additionally, mobile computer labs consisting of laptops will be provided for Planning Districts 9 and 10 to bring services, workshops, and intakes to rural and outlying counties.

The region is focused on improving case management through technology. Core partners—Title I (WIOA), Title II (Adult Education), Title III (Wagner-Peyser), and Title IV (Vocational Rehabilitation)—are working toward shared case management systems to enhance coordination and co-enrollment. The Commonwealth of Virginia is exploring a Common Intake system, and VCW-Piedmont will actively participate to provide input on how it can be effectively implemented in local areas.

In addition to these initiatives, VCW-Piedmont fully leverages technology for program delivery, including LinkedIn Learning, social media, websites, and virtual meeting platforms such as Google Docs, ensuring partner connectivity. The region will also utilize the referral portal to connect participants with appropriate services and provide staff training to maximize the system's effectiveness.

> D. Describe the services provided by each partner mandated by federal and state law, and other optional partners. [WIOA Sec. 108(b)(22)]

Roles and Resource Contributions of One-Stop Partners

1. **WIOA Programs (Title I)**: Goodwill Industries of the Valleys operates Adult, Dislocated Worker, and Youth programs in partnership with Rappahannock Goodwill Industries. Services are provided through a competitive procurement process.
2. **Adult Education (Title II)**: Thomas Jefferson Adult and Career Education (TJACE) serves Planning District 10, while Piedmont Regional Adult and Continuing Education Programs (PRACEP) serves Planning District 9.
3. **Wagner Peyser (Title III)**: The Virginia Employment Commission (VEC) operates Wagner Peyser programs across the region, providing services both in-office and remotely.
4. **Vocational Rehabilitation (Title IV)**: The Department for Aging and Rehabilitative Services (DARS) and the Department for Blind and Vision Impaired (DBVI) provide vocational rehabilitation services in the region, with staff based in Charlottesville and Culpeper.
5. **Jobs for Veterans State Grants**: VA Works administers programs for veterans, including outreach and case management for disabled veterans, to promote veteran hiring incentives.
6. **Higher Education Programs**: Germanna Community College, Lord Fairfax Community College, and Piedmont Virginia Community College (PVCC) offer educational programs funded by various grants, including Workforce Credentials Grant and Sector Partnership Grants.
7. **SNAP Employment & Training**: PVCC partners with local DSS offices to provide training and employment services to eligible participants under the SNAP E&T grant.
8. **Community-Based Organizations**: Numerous local organizations, including United Way branches, Literacy Volunteers, and Regional Transit Authorities, support workforce development efforts.
9. **Local Economic Development Offices**: Economic development offices in 10 of the 11 localities collaborate with VCW-Piedmont, providing valuable insight into regional business growth and projects.
10. **Registered Apprenticeship**: CATEC, Piedmont Community College, Laurel Ridge Community College, and Germanna Community College support apprenticeship programs in the region, working with DOLI to promote technical training opportunities.
11. **SCSEP (Title V)**: Goodwill Industries operates SCSEP in Planning District 10, while Rappahannock Area Agency on Aging administers it in Planning District 9.
12. **Trade Act**: The VEC administers the Trade Act Program for eligible participants, though the program is not frequently active.
13. **Rapid Response**: VCWP shares staff from two areas: The Northern Virginia region, led by NVCC, provides rapid response services, with an added staff member in the Shenandoah Valley to support the VCW-Piedmont Region.
14. **TANF/VIEW**: Local DSS offices collaborate with VCW-Piedmont to provide workforce development services, and plans are in place to enhance communication and participation from TANF/VIEW partners.

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

Rappahannock Goodwill Industries was selected as the One-Stop Operator through a competitive procurement process starting in July 2024. They lead programmatic services at the comprehensive One-Stop Center and facilitate operations and referrals at affiliate centers. A new Request for Proposals will be issued by January 2027 for the next contract cycle, with the new contract effective July 1, 2027-28.

F. 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 Workforce Innovation Campus is at 943 and 944 Glenwood Station Lane, Suite 103, Charlottesville, VA 22901. The center houses the regional office of Virginia Career Works, a Department for Aging and Rehabilitative Services (DARS) employee, Virginia Department of Veterans Services staff for Jobs for

Veterans State Grants, WIOA Title I programs, Piedmont Virginia Community College, and the Senior Community Service Employment Program (SCSEP).

> G. If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers. [WIOA Sec. 108(b)(22)]

The VCW-Piedmont Region benefits from localities committed to workforce development, particularly in rural areas. Prior to the WIOA reauthorization, several localities fund and developed Satellite Centers in Albemarle County, the City of Charlottesville, Louisa County, and Fauquier County. These centers were locally funded and staffed by various agencies.

VCW-Piedmont worked with Orange County to establish a phase-in agreement, with Orange fully funding operations. Under the new Affiliate Center definition, some previous Satellite Centers no longer qualify. Below are the certified Affiliate Centers, now included in the MOU:

- **VCW-Orange Center**: Provides mobile services at three library systems across the county, staffed with WIOA Title I, VA Works, and TANF/VIEW counselors. Managed by Rappahannock Goodwill Industries.
- **VCW-Culpeper Center**: Located at 201 E. Stevens St., Culpeper, VA, offering WIOA Title I, VEC services, and Adult Education, with TANF/VIEW staff on-site above the center.
- **VCW-Albemarle Center**: Located at 1600 5th Street Ext, Charlottesville, VA, in collaboration with Albemarle Department of Social Services, staffed by Juandiego Wade from DSS.

> 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)]

Individual Training Accounts (ITAs) fund eligible WIOA participants' training to develop skills for in-demand occupations in industries such as Health Services, IT, Manufacturing/Distribution, and Business/Financial Services. These industries are reviewed annually with input from the PWDB, VCW-Piedmont Council, and local economic development representatives to ensure alignment with the regional economy.

Each participant may receive up to $5,500.00 per program year, not exceeding $10,000.00. This limit does not include funds required for accommodations for disabilities, such as interpreters, but includes only the feeds for tuition, supplies, and supportive services directly applicable to training. ITAs can fund multiple training services, especially as participants progress along career pathways requiring stackable credentials. In some instances, services may be provided through contracts instead of ITAs if: On-the-job training, customized training, incumbent worker training, or transitional jobs are involved.

- There is a lack of sufficient training providers.
- A community-based or private organization offers training for individuals with barriers to employment.
- An institution of higher education offers cohort-based training.
- A Pay-for-Performance contract is appropriate.

Criteria for selecting contract training providers include financial stability, demonstrated performance and alignment with workforce investment needs.

> 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 Virginia Career Works Centers provide a list of eligible training providers. With assistance from a career planner, eligible individuals can select a provider and arrange payment through an Individual Training Account (ITA). ITA funding is prioritized for training in in-demand fields, including Health Services, IT, Manufacturing, and Business Services.

Under WIOA, customers can choose a training program certified by the Local Workforce Development Board. Training choices must be documented via a "Customer Choice in Training" form.

Each participant can receive up to $5,500 annually for training and supportive services, with a lifetime maximum of $10,000. Multiple training services are allowed as participants progress along a career pathway, often requiring stackable credentials.

Contracts may replace ITAs in some instances, such as on-the-job training, insufficient local providers, or specialized programs for individuals with employment gaps. Selection criteria for contracted providers include financial stability, performance outcomes, and alignment with regional workforce needs.

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)]

VCW-Piedmont uses labor market data to ensure that requested training aligns with in-demand occupations in the region. All training requests must be supported by evidence of relevance, and supervisors are responsible for ensuring alignment before approval.

VCW-Piedmont will collaborate with six business sectors to align workforce development with employer needs, focusing on a sector-based career pathway approach. This includes supporting recruitment and retention strategies, connecting employers with customized training, and promoting mentorship, apprenticeships, internships, and work-based learning experiences.

The region will expand employer outreach, leveraging business connections to understand emerging needs and industries better. VCW-Piedmont has developed Employer Toolkits to support recruitment and retention efforts.

The workforce system will support individuals with employment roadblocks, such as those with disabilities, veterans, youth, re-entrants, and career switchers, by connecting them to training and supportive services. Collaboration with educational partners will focus on accelerated industry credential attainment and career readiness.

Additionally, VCW-Piedmont will use labor market information to guide educational and training programs, encourage multi-generational approaches, and create pathways that align with employers' needs, including stackable credentials and competency-based education models.

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

The Rapid Response Unit will continue assisting employers facing layoffs or closures while also focusing on layoff aversion strategies for local businesses. The VCW-Piedmont Region will collaborate with the Rapid Response Coordinator(s) to align efforts with the goals of the PWDB, VCW-Piedmont Council, Economic Development, Virginia Works, and One-Stop partners.

The Rapid Response Coordinator, part of the Business Services Team, provides updates on business visits, WARN notices, and employer conversations. The coordinator supports outreach efforts and acts as a contact for businesses filing WARN notices, serving as a key entry point for workforce development services. The team will also work together to develop indicators to identify businesses in need of layoff aversion services.

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)]

To keep the Board and Council informed, VCW-Piedmont staff handle administrative, fiscal, and programmatic monitoring of WIOA Title I programs. They oversee the WIOA One-Stop and Program Operator, Rappahannock Goodwill, and provide technical assistance to staff and case managers.

Programmatic and administrative monitoring occurs biannually, reviewing at least 10% of active files for eligibility and services. Fiscal monitoring takes place monthly, with 100% of invoices reviewed. Annual fiscal reviews include on-site visits to Goodwill's headquarters to examine documentation. After monitoring, a corrective action plan is issued to Goodwill with a 30-day response deadline.

VCW-Piedmont also participates in biannual compliance reviews and data validation by Virginia Works. Following the reviews and data validation, a corrective action plan with required actions follows.

> 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 VCW-Piedmont Region complies with the Sunshine Provisions of WIOA and the Virginia Freedom of Information Act. These provisions are outlined in the CLEO-PWDB Agreement, signed by both parties. Meeting materials are posted on the VCW-Piedmont website at least three business days in advance, and all meetings are open to the public, except for Executive Sessions, which comply with FOIA regulations. The public is notified 24 hours in advance if an Executive Session is scheduled. Voting results for all sessions are recorded in minutes, and meetings are held in ADA-compliant locations.

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

VCW-Piedmont staff ensure timely fund expenditure in collaboration with the WIOA One-Stop and Program Operator. During the budget process, staff review allocations, carry-forward funds, and projected expenditures. The Grant Accountant and Director monitor spending monthly, ensuring it follows a first-in-first-out approach

and aligns with the correct program year. If funds are not spent promptly, VCW-Piedmont and the Program Operator work together to identify solutions, such as transferring funds, creating new programs, or adding staff.

> 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 VCW-Piedmont Region follows the City of Charlottesville's procurement process as the WIOA funding grant recipient. Every three years, competitive procurement is held for the WIOA One-Stop Operator and service providers for Adult, Dislocated Worker, and Youth programs, with contracts awarded for one year and up to two one-year extensions. Requests for Proposals (RFPs) are released, detailing the grant's scope, funding, and terms. The RFP is distributed to workforce partners, economic leaders, and state organizations (Virginia Works, DARS, etc.), and technical assistance is provided to bidders.

The VCWP Board reviews proposals and recommends award approval to the Board and Council. Public notice of award intent is given 10 days before finalization. Contracts are based on the RFP terms and conditions.

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

The Chief Local Elected Official is their own fiscal and administrative agent. VCWP services the City of Charlottesville and the Counties of Albemarle, Culpeper, Fluvanna, Greene, Louisa, Madison, Nelson, and Orange. It is an agreement between the city and the VCW-Piedmont Council that reviews quarterly reports provided to the VCW-Piedmont Council.

VCW-Piedmont is its own 501(c)(3) organization and has assumed fiscal and administrative responsibilities effective July 1, 2023, and relocated to 943 Glenwood Station Drive, Charlottesville, VA 22901.

> 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)]

VCW-Piedmont follows WIOA guidelines to determine career seeker eligibility for training funds, coordinating with other available grant assistance, such as Pell Grants, to ensure comprehensive funding. WIOA promotes "braided funding," where career seekers are co-enrolled in multiple publicly funded workforce programs to maximize support for training and placement.

While the VCW-Piedmont Region does not prioritize funding opportunities outside WIOA, it leverages resources from local nonprofits and community agencies, such as the United Way and Charlottesville Area Community Foundation. To avoid competition, core and required partners collaborate on grant applications and vet opportunities through the One-Stop Management Teams and Program Planning & Service Delivery Committee. Any additional funding is combined with WIOA resources to focus on training expenditures.

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

The State WIOA Title I team confirmed the performance goals for Program Years 2024 and 2025 in the exhibit below.

WIOA Title I Performance - LWDA 06	VA-LSAM - Model Predictions	Recommended starting negotiation level	LWDA 06 Response	State Accepted level/LWDA Final Goals PY 24&25
Adult				
Employment 2nd Quarter after Exit	78.68%	83.00%	83.00%	83.00%
Employment 4th Quarter after Exit	84.87%	84.00%	82.10%	82.10%
Median Earnings 2nd Quarter after Exit	$6,482.97	$8,000.00	$8,000.00	$8,000.00
Credential Attainment within 1 year	70.71%	75.00%	75.00%	75.00%
Measurable Skills Gain	80.05%	71.00%	71.00%	71.00%
Dislocated Workers				
Employment 2nd Quarter after Exit	96.25%	88.00%	85.60%	85.60%
Employment 4th Quarter after Exit	98.66%	94.00%	87.50%	87.50%
Median Earnings 2nd Quarter after Exit	$9,717.90	$10,000.00	$10,000.00	$10,000.00
Credential Attainment within 1 year	73.67%	74.00%	74.00%	74.00%
Measurable Skills Gain	94.29%	75.00%	75.00%	75.00%
Youth				
Employment 2nd Quarter after Exit	80.69%	80.00%	80.00%	80.00%
Employment 4th Quarter after Exit	80.11%	80.00%	80.00%	80.00%
Median Earnings 2nd Quarter after Exit	$3,133.11	$4,700.00	$4,005.00	$4,005.00
Credential Attainment within 1 year	72.49%	72.49%	72.49%	72.49%
Measurable Skills Gain	83.08%	75.00%	75.00%	75.00%

> 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 VCWP Finance Manager and Executive Committee provide fiscal oversight for the VCW Centers, American Job Center Operator, and WIOA Title I Eligible Training Providers. They oversee budget, fiscal, and accounting policies and procedures.

> 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)]

VCW-Piedmont collaborated with ADA compliance experts (Title IV - Vocational Rehabilitation providers) to assess One-Stop Center and affiliate sites, addressing recommendations and certifying all sites under WIOA Sec. 188 requirements.

In addition to physical accessibility, the One-Stop Centers are equipped with technology and materials for individuals with disabilities to use during their job search. The one-stop Operator maintains these stations and regularly reviews their functionality. The Department for Aging and Rehabilitative Services and the Department for Blind and Vision Impaired have provided disability awareness training to ensure appropriate service for all customers.

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

The VCW-Piedmont Region will maintain its high-performing WDB status through three key aspects:

1. **Performance Success** – The region consistently meets or exceeds WIA/WIOA performance standards and works closely with the WIOA Title I Operator to ensure continued high performance.
2. **Fiscal Integrity**—The region maintains strong fiscal integrity, regularly monitoring expenditures and budgets to ensure compliance. It has never received formal fiscal determination from the Department of Labor. VCWP works diligently to establish a diversified funding stream.
3. **Regional Collaboration** – VCW-Piedmont is well-positioned for local planning and collaborates with surrounding areas and economic development partners, mainly through the new GO Virginia Region 9.

> 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)]

The strategies and goals for this plan were developed in collaboration with Chief Elected Officials, the PWDB, and community stakeholders to align workforce services with industry demands and regional needs. Stakeholders were actively engaged during each cohort session.

The VCW-Piedmont Region employed a public process for developing the local plan, holding meetings with partners, Board members, and system participants. The team composition and meeting attendance are detailed below.

Engagement Session Cohorts			
Cohort 1 *	**Cohort 2 ****	**Cohort 3 *****	**Cohort 4 ******
• Social Services • DARS • Employment Services under Wagner Peyser, Job Corp, Veteran Services • Juvenile Justice and Probation, Department of Corrections	• Higher Education • Community Colleges • Adult Education Programs • Registered Apprenticeships (UVA, LEAP, CATEC)	• Vocational Rehabilitation • Business Representatives • Labor Organizations • Economic Development • Community Service Board	• Youth Organizations (4-H, Boys and Girls Club, YMCA, WIOA Youth, Youth Groups). • Faith-Based Community (Youth and Adults), Parents • Community-based Organizations • Cooperative Extension

Once the Local Plan draft was completed, it was shared with the development team for review, feedback, and concerns. After incorporating input, the plan was released for public comment on Feb 24, 2025. It was posted on

the VCW-Piedmont website, and notifications were sent to the VCWP Board and Council members, Local Elected Officials, 12 representatives, and core partners. The Local Plan was open for public comment from February 24 – March 10, 2025, with no comments received.

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)]

Professional development is crucial for providing excellent service to career seekers and employers. The VCW-Piedmont Region encourages cross-training of front-line staff to ensure a comprehensive understanding of available services, improving service delivery and referrals.

The VCW-Piedmont Region supports the Virginia Community College System's workforce training course, endorsing it as a cost-effective method for staff certification. Additionally, the region is exploring creating a handbook for new front-line staff to ensure a consistent understanding of regional workforce services.

The WIOA Title I Programs use the Virginia Workforce Connection (VWC) for case management. However, other core partners like Adult Education and Vocational Rehabilitation do not currently use it, creating data-sharing challenges. The region supports integrated data systems to streamline client information.

Visitors to the Resource Room are encouraged to register in VWC, and case managers are monitored for timely data entry. To assess front-line performance, customer satisfaction surveys are distributed and reviewed by the management team for improvement opportunities.

The VCW-Piedmont Region is considering customer service training for front-line staff and supports staff participation in professional development opportunities. Partners are committed to cross-training and continuous quality improvement. All partner staff will be invited to local government-sponsored development activities. Staff are also encouraged to complete refresher training on WIOA Youth, Adult, and Dislocated Worker programs and sector strategies offered by Virginia Works.

The local plan was open for public comment from February 24 to March 10, 2025. No public comments were received.

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 Career Works Piedmont, LWDA VI
Local Plan Point of Contact:	Sarah Morton, Executive Director
Address:	943 Glenwood Station Lane, Suite 103, Charlottesville, VA 22901
Phone/e-mail:	804-229-5627/smorton@vcwpiedmont.com

Annette Hyde	
Typed Name & Signature of WDB Chair	**Date**

Ann Mallek	
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: Virginia Career Works Piedmont

Contact: Sarah Morton

Address: 943 Glenwood Station Lane, Suite 103, Charlottesville, VA 22901

Phone/Email: 804-229-5627/smorton@vcwpiedmont.com

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: CLEO Agreement
2. Current Chief Elected Official LWBD Agreement: CLEO Board Agreement
3. Current LWBD organizational chart LWDB Org Chart
   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. Current Executed MOU
   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. Link to Current Policies