



# Vision 2020: Prospering Communities; Making the Business Case for Change

Crater Regional Workforce Development Board  
Local WIOA Area Plan  
Strategic Plan 2017-2020



**CHMURA**  
Economics & Analytics

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## Challenges We Shall

In 1998 we began the Workforce Investment Act (WIA) and in July 22, 2014, a new law was signed and went into effect July 1, 2015, as we were informed that we would start a new endeavor called Workforce Innovative Opportunity Act (WIOA) creating many different challenges. We will complete and activate six new committees inclusive of Business Services, One Stop Provider, Regional Convener, Strategic Planning, Training Provider, and Youth Standing Committee.

Our logistical area is diversified inclusive of the cities of Emporia, Hopewell, Petersburg, and Colonial Heights, and the counties of Dinwiddie, Greensville, Prince George, Sussex, and Surry. This is identified as Crater Workforce Area 15. Our complete name is Crater Regional Workforce Development Group/Learn To Earn, Inc. (CRWDG/LTE.). It is the fiscal agent and administrative entity for the Board and Crater Local Workforce Area 15. We are aligned with the Commonwealth of Virginia four year combined workforce strategic plan. The 572 page plan can be viewed on [eleVAteVirginia.org](http://eleVAteVirginia.org).

We partner with business, manufacturing, labor, government agencies, education, and other entities to provide knowledge and needs of each with the workforce. There are 30 representatives on the Board.

This Strategic Plan would not have been possible without the approximately 60 representatives from various organizations. We met at John Tyler Community College, Chester, VA on December 6, 2016 and we thank each one for their involved input.

Martha Dodd-Slippy  
Chair of the Crater Regional Workforce Development Group Board

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## EXECUTIVE SUMMARY

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### Vision

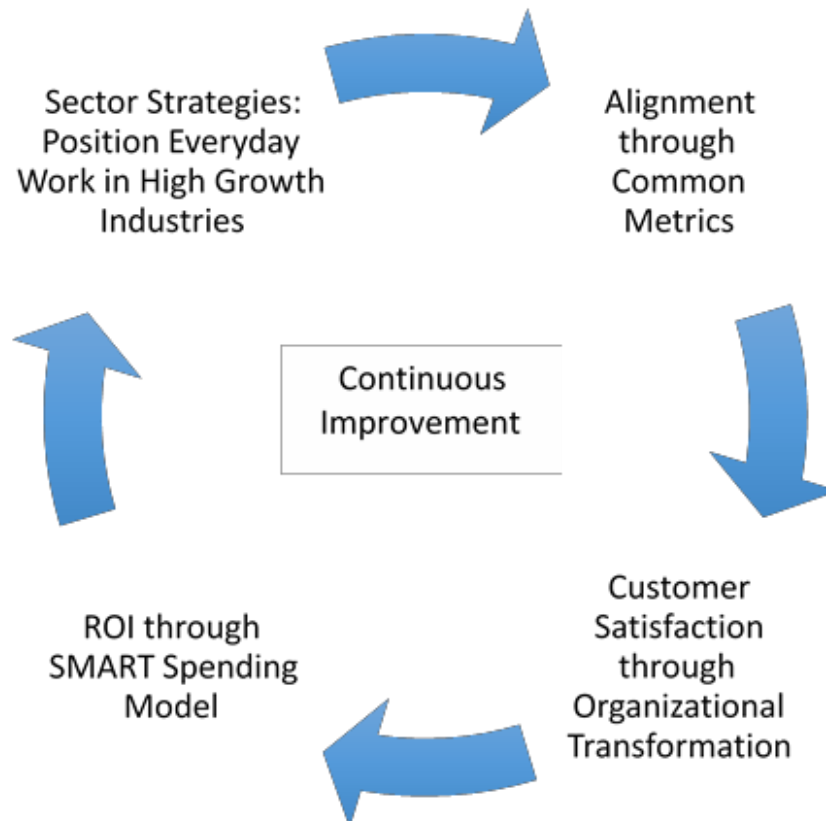
To be the preferred human capital resource for businesses and jobseekers in the Crater Region

### Mission

The mission of the Crater Regional Workforce Development Board (CRWDB) is to align workforce services to meet the needs of local employers for skilled and motivated workers. The mission is accomplished by focusing on expanding the pipeline of workers through improved collaboration with mandated partners, aligning the training capacity to meet state and local economic development targeted industry needs, and managing the expectations of skills and credentials for jobseekers.

This planning process revealed five strategic goals for the Crater Regional Workforce Development Board.

1. Alignment
2. Customer Satisfaction
3. Return on Investment<sup>1</sup>
4. Sector Strategies
5. Continuous Improvement



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<sup>1</sup> SMART Spending Model see page 6

## Strategic Goals, Strategies, and Objectives

### Goal 1: Alignment

Align programs to service delivery around a common set of metrics across all the people, programs, and products in the system.

Strategy: Implement Common Metrics

<b>Strategic Objectives:</b>
<i>Adopt collective impact model for system partners.</i>
<i>Develop dashboard of key metrics to measure system wide performance.</i>

### Goal 2: Customer Satisfaction

Work to create a culture of customer-facing workflows ensuring total customer satisfaction with workforce services. Adopt a systems approach to serve more customers, and to serve them more effectively and efficiently.

Strategy: Transform workforce system operations and culture

<b>Strategic Objectives:</b>
<i>Empower staff to complete professional development training related to practicing continuous quality improvement (CQI).</i>
<i>Measure customer satisfaction to inform continuous quality improvement efforts (CQI).</i>
<i>Expand partner sites across the region to maximize access to career services.</i>

### Goal 3: Return on Investment

Measure and communicate the CRWDB's impacts on the community in terms of wealth creation, job gains, and business hiring trends. Collaborate across programs and agencies to better leverage federal, state, and local resources.

## Strategy: Establish a SMART spending model to guide investment decisions

SMART in that investments will be:

S – Specific, significant, and is a stretch goal

M –Measurable, meaningful, and a motivating goal

A – Agreed upon, attainable, achievable, acceptable, and an action-oriented goal

R – Realistic, relevant, reasonable, rewarding, and a results-oriented goal

T – Time-based, time-bound, timely, tangible, and is a tractable goal

The regional SMART Investments model allows for collaboration across programs and agencies to better leverage federal, state, and local resources.

<b>Strategic Objectives:</b>
<i>Update training investment policies to align with target industries and jobseekers.</i>
<i>Practice financial transparency.</i>

## Goal 4: Sector Strategies

Expand our efforts in building active partnerships in target industry sectors to help better position career pathways for our youth and adult students and workers. The career pathways are continuously re-examined to meet the ongoing needs of employers within those sectors. We are focused on supporting our high-growth industries that pay good wages such as aerospace, advanced manufacturing, logistics, utilities, and warehousing and distribution.

## Strategy: Position everyday work in target industries

<b>Strategic Objectives:</b>
<i>Form industry action groups.</i>
<i>Collaborate with partners in economic development to discover specific workforce needs of regional businesses.</i>
<i>Develop an inventory of industry relevant credentials and certifications.</i>
<i>Establish customized training programs to accelerate the transition from military to civilian workforce.</i>
<i>Pilot career pathways initiatives aligned with target industries.</i>

*Design and implement a soft skills training program.*

### Goal 5: Continuous Improvement

This goal underpins the fulfillment of all goals and aims to increase organizational effectiveness on a continual, incremental basis. This goal is tied to our mission in a way that we can evaluate our operations, and will require strategic development of the CRWDB leadership, staff, and partners in a continuous improvement model. The service model will include gap-closing strategies for youth, persons with disabilities and others with barriers to employment.

#### **Strategic Objectives:**

*Capture business intelligence around operations and isolate what is working from what is not working.*

*Apply continuous improvement practices and standards to optimize what is working and to create major improvement opportunities for what is not working.*

*Utilize labor market data to understand skills gaps for in-demand, critical occupations and focus on closing skills gaps.*

*Create gap-closing strategies to incrementally and continuously improve operations.*

## **INTRODUCTION**

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With the reauthorization of the Workforce Investment Act of 1998 (WIA) to the Workforce Innovation and Opportunity Act of 2014 (WIOA), regional workforce delivery models across the nation are undergoing reorganization of service delivery to combine programs and agencies under one organizational structure at the regional level. In April of 2016, states were required to publish the umbrella plans that serve as flagship strategic plans for combining the resources, staff, and funding streams for enhanced workforce development. WIOA, the new law, aims to streamline programs, reporting, and administration.

The Crater Region Workforce Development Board (CRWDB) has drafted this initial strategic plan under WIOA guidelines and under the requirements from both the state and the Department of Labor (DOL). While the local plan focuses on the ‘what’ and the ‘how’ we envision the operating structure to work under a dynamic environment of the combined plan for the other agencies, programs, and people. This section delivers on the ‘why’ the local plan is important both strategically and mission-critical to the needs of the businesses and jobseekers in our communities.

While we are one region, we have diversity across the employment spectrum, workforce capabilities, and communities that are both thriving and struggling. Flanks of population centers that define the regional borders see high levels of crime, declining populations, and increasing poverty levels.



The Crater region in southern Virginia is home to a population of 174,194<sup>2</sup> residents. In terms of economic indicators, the region's median house value is \$153,117 compared to \$245,000 for the state. The labor force participation rate is 54.0%. That percentage compares to 64.7% for the state and 63.3% for the nation. With a per capita income of \$21,766, some areas of the region have attractive locations for companies that need access to skilled labor and competitive wages.

Over the last five years, the workforce has been transitioning from losses of basic industries—manufacturing (-0.2%), retail trade (-1.2%), utilities (-3.5%) and mining, quarrying, and gas extraction (-7.5%). Workers from these industries need workforce development services to remain competitive and help close the gaps in demand for labor by the regional businesses.

While Prince George is adding jobs to the local economy, Greensville, Surry, Sussex, and Dinwiddie counties along with the cities of Petersburg and Emporia are facing declines in both job creation and population density.

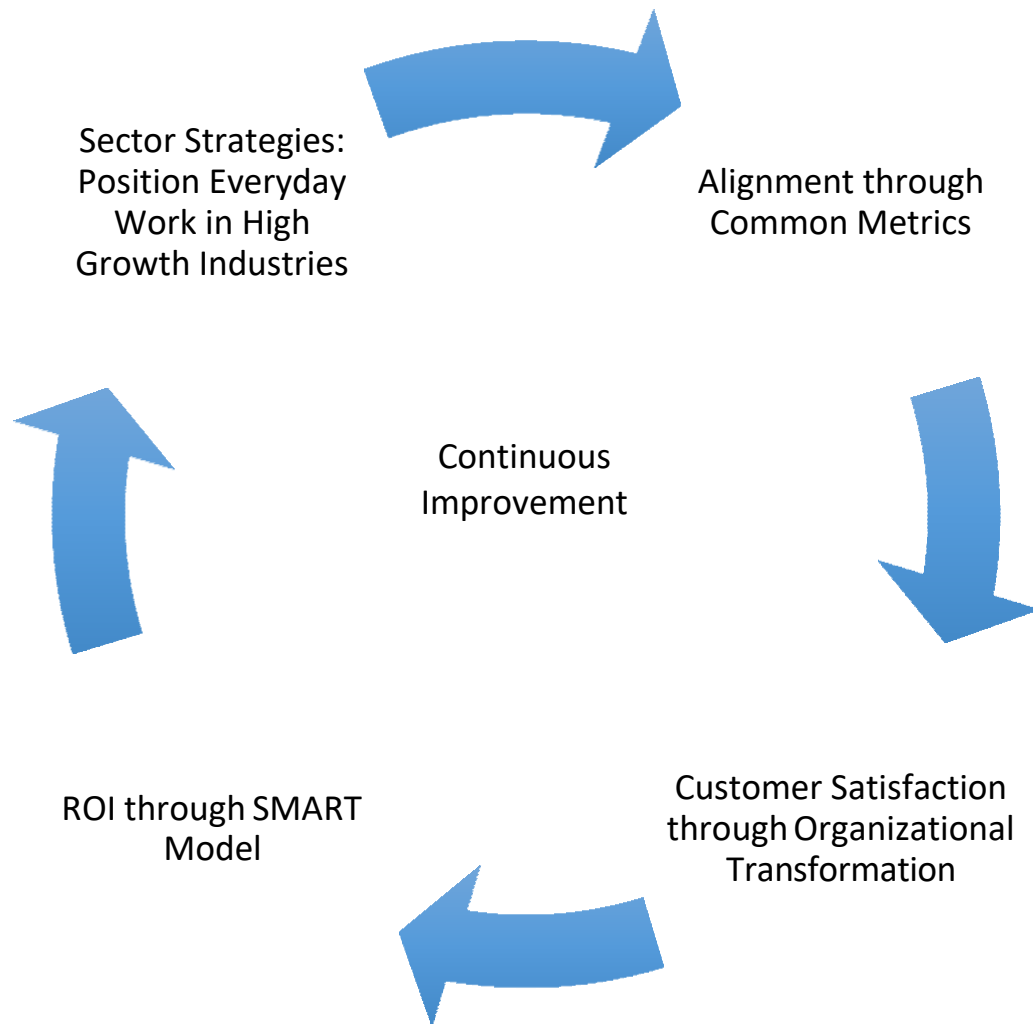
Rolls Royce, the Commonwealth Center for Advanced Manufacturing (CCAM) and the logistics center—The Commonwealth Center for Advanced Logistics Systems (CCALS) are transformative employers and initiatives for the regional economy and present opportunities to innovate workforce development solutions within a demand-driven system.

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<sup>2</sup> Demographic Profile for Crater WDA (15): Data as of 2015; Census 2015 and JobsEQ.

## Strategic Planning Requires a Combination of Data and Art

The Crater WDA's local plan envisions a workforce service delivery model that is mission critical. We visualize the strategic intent and communicate our effectiveness and efficiencies through the following graphic:



## **LOCAL STRATEGIC PLANNING ELEMENTS**

### **WORKFORCE DEMAND ANALYSIS**

The Crater Area Workforce Development Area (Crater, WDA 15) encompasses nine geographic jurisdictions concentrated in Central and Southern Virginia with one county bordering on North Carolina. The Crater Area's largest sectors of employment include health care and social assistance; retail trade; public administration; accommodation and food services; manufacturing; and transportation and warehousing.<sup>3</sup>

#### **Existing and emerging in-demand industry sectors and occupations and employment needs of employers in existing and emerging in-demand industry sectors and occupations**

As of the third quarter of 2016, the Crater Area employed more than 73,300 people with an average annual wage of \$41,474. The utilities sector paid the highest average wage at \$161,733 followed by management of companies and enterprises at \$106,245 and manufacturing at \$63,620. In contrast, the lowest annual average wages were \$15,777 in the accommodation and food services sector where part-time and seasonal workers bring the average down.

Over the next ten years beginning with the third quarter of 2016, employment is expected to grow an annual average 0.3% in the Crater Region, about half as fast as the 0.7% forecast for Virginia. The health care and social assistance sector is expected to be the fastest growing sector in the region with average annual growth of 1.6% per

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<sup>3</sup> Note: Total employment by firm and occupation in the economic and workforce sections of this report include estimates for proprietors as well as railroad and religious employees that are not covered by unemployment insurance.

year. It is followed closely by professional, scientific, and technical services (1.3% per year) and construction (1.0% per year).

Increases in employment due to industry sector growth are expected to add 2,533 employees in Crater in the next ten years beginning with the third quarter of 2016. In addition, 18,059 positions will need to be filled due to replacement demand over the next ten years as individuals retire or move to different occupations. As shown in the table below, even the eight sectors that are expected to contract over the next ten years will need to fill positions due to replacement demand. Moreover, some of the contracting industries such as manufacturing pay higher wages than the regional average.

**Current and Forecast Employment Growth for Major Industry Sectors in Crater Area (WDA 15)**

NAICS	Industry	Current		Forecast		
		Four Quarters Ending with 2016q3		Over the Next 10 Years		
		Employment	Avg. Annual Wages	Total Approx. Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
62	Health Care and Social Assistance	12,880	\$39,613	2,647	2,144	1.6%
54	Professional, Scientific, and Technical Services	6,884	\$52,888	1,110	884	1.3%
23	Construction	3,597	\$46,230	736	375	1.0%
44	Retail Trade	9,284	\$27,137	2,943	540	0.6%
71	Arts, Entertainment, and Recreation	1,171	\$20,083	363	60	0.5%
56	Administrative and Support and Waste Management and Remediation Services	2,947	\$31,043	669	108	0.4%
55	Management of Companies and Enterprises	385	\$106,245	82	6	0.2%
61	Educational Services	4,563	\$37,159	956	70	0.2%
72	Accommodation and Food Services	6,849	\$15,777	2,405	123	0.2%
48	Transportation and Warehousing	5,801	\$39,193	1,511	35	0.1%
42	Wholesale Trade	1,811	\$47,754	398	3	0.0%
81	Other Services (except Public Administration)	3,322	\$27,464	830	7	0.0%
53	Real Estate and Rental and Leasing	750	\$28,221	168	6	0.1%
52	Finance and Insurance	1,180	\$50,492	275	-20	-0.2%
92	Public Administration	7,700	\$58,173	1,834	-196	-0.3%
51	Information	329	\$34,675	77	-17	-0.5%

21	Mining, Quarrying, and Oil and Gas Extraction	111	\$57,423	26	-7	-0.7%
22	Utilities	1,356	\$161,733	329	-134	-1.0%
11	Agriculture, Forestry, Fishing and Hunting	643	\$31,810	215	-60	-1.0%
31	Manufacturing	6,598	\$63,620	1,440	-780	-1.3%
99	Unclassified	52	\$33,897	13	1	0.1%
	Total - All Industries	73,363	\$41,474	18,059	2,533	0.3%

Source: [JobsEQ®](#)

Note: Figures may not sum due to rounding.

The two largest industry sectors in Crater (health care and social assistance; retail trade) currently employ 30% of the region’s workers. Looking ahead, those sectors are expected to add 2,684 employees over the next ten years, more than the total estimated growth in the region. An additional 5,590 positions will need to be filled in those two sectors as individuals retire or move to new occupations over the next ten years.

Industries targeted by economic and workforce development at the state and regional levels may experience higher than forecasted growth in the region as a benefit of these efforts. In addition to targets established by the Crater Region and statewide as stated in Virginia’s WIOA Combined State Plan 2016-2020, two regional economic development groups share part of Crater’s service area-- Virginia’s Gateway Region and Virginia’s Growth Alliance. As shown in the table below, there is significant overlap in some target sectors. In particular, each of the following industries are targeted by at least three groups, with the implication that the region’s institutions and training providers will see greater demands for the skills needed by the following:

- Advanced Manufacturing, especially Aerospace
- Logistics, Warehousing, and Distribution
- Energy

- Information Technology, including Cybersecurity

**Workforce and Economic Development Target Industries**

	<b>Crater</b>	<b>Gateway Region</b>	<b>Growth Alliance</b>	<b>Virginia</b>
<b>Advanced Manufacturing</b>	ℙ	ℙ	ℙ	ℙ
- Food and Natural Products	ℙ	ℙ		
- Aerospace	ℙ	ℙ	ℙ	ℙ
- Wood Products	ℙ		ℙ	
- Advanced Materials	ℙ			
<b>Logistics, Warehousing, and Distribution</b>	ℙ	ℙ	ℙ	ℙ
<b>Wholesale Trade</b>	ℙ			
<b>Energy/ Natural &amp; Renewable Energy</b>	ℙ	ℙ		ℙ
<b>Information Technology</b>	ℙ		ℙ	ℙ
- Data Centers			ℙ	ℙ
- Critical Missions			ℙ	
<b>Life Sciences/ Healthcare</b>	ℙ			ℙ
<b>Hospitality/ Tourism</b>	ℙ			ℙ
<b>Retail</b>	ℙ	ℙ		
<b>Federal Government</b>				ℙ
<b>Professional Business Services</b>				ℙ
<b>Agriculture and Forestry</b>				ℙ

Source: Chmura Economics & Analytics

The percentage of employment in major occupation groups employed by businesses in the Crater Region fairly closely resembles that of the state. Office and administrative support and sales and related are occupations held by the largest number of people in both the region and Virginia. Employment in transportation and material moving, production, and healthcare practitioners and technical occupations make up a larger share of employment in Crater than in the state, reflecting the region’s higher concentration of employment in transportation and warehousing, manufacturing, and health care and social assistance firms.

## Major Occupation Groupings in the Crater Region and Virginia, 2016 Qtr 3

SOC	Title	Crater Region			Virginia		
		Total Employment	Percent	Avg. Annual Wages <sup>1</sup>	Total Employment	Percent	Avg. Annual Wages <sup>1</sup>
43-0000	Office and Administrative Support Occupations	9,991	13.6	\$34,400	606,855	15.0	\$36,700
41-0000	Sales and Related Occupations	7,087	9.7	\$33,000	409,737	10.1	\$39,800
53-0000	Transportation and Material Moving Occupations	6,748	9.2	\$33,400	243,702	6.0	\$34,800
35-0000	Food Preparation and Serving Related Occupations	6,728	9.2	\$21,100	344,144	8.5	\$22,900
51-0000	Production Occupations	5,274	7.2	\$38,600	199,977	4.9	\$36,400
29-0000	Healthcare Practitioners and Technical Occupations	4,335	5.9	\$72,500	205,856	5.1	\$76,800
11-0000	Management Occupations	3,737	5.1	\$112,900	249,163	6.1	\$127,600
25-0000	Education, Training, and Library Occupations	3,609	4.9	\$47,000	248,065	6.1	\$54,000
39-0000	Personal Care and Service Occupations	3,546	4.8	\$22,700	156,180	3.9	\$25,500
49-0000	Installation, Maintenance, and Repair Occupations	3,167	4.3	\$49,500	154,891	3.8	\$47,000
47-0000	Construction and Extraction Occupations	3,023	4.1	\$41,600	187,039	4.6	\$41,600
13-0000	Business and Financial Operations Occupations	2,891	3.9	\$71,100	232,891	5.7	\$79,800
31-0000	Healthcare Support Occupations	2,692	3.7	\$24,600	105,429	2.6	\$28,500
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2,612	3.6	\$24,400	160,254	4.0	\$25,300
33-0000	Protective Service Occupations	1,978	2.7	\$42,500	80,735	2.0	\$43,400
21-0000	Community and Social Service Occupations	1,870	2.5	\$43,000	64,292	1.6	\$47,200
15-0000	Computer and Mathematical Occupations	1,121	1.5	\$82,300	175,445	4.3	\$94,200
17-0000	Architecture and Engineering Occupations	982	1.3	\$81,200	79,006	1.9	\$85,600
19-0000	Life, Physical, and Social Science Occupations	663	0.9	\$64,000	39,652	1.0	\$76,800
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	662	0.9	\$49,800	66,784	1.6	\$56,800
23-0000	Legal Occupations	399	0.5	\$92,800	31,101	0.8	\$104,500
45-0000	Farming, Fishing, and Forestry Occupations	249	0.3	\$32,400	12,783	0.3	\$29,200
<b>00-0000</b>	<b>Total - All Occupations</b>	<b>73,363</b>	<b>100.0</b>	<b>\$43,500</b>	<b>4,053,981</b>	<b>100.0</b>	<b>\$50,900</b>

Source: JobsEQ®

Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2015 and represent the average for all Covered Employment

The forecasted growth by occupation group in Crater stems from the forecasted growth of industries that need these skills to operate. Given the expected growth in the health care sector, it is not surprising that healthcare support occupations are expected to be the fastest growing occupation group—an annual average 1.8% over the next ten years

beginning with the third quarter of 2016. The average annual wage of healthcare support occupations was \$24,600 in 2015. The occupation group forecast to grow the second fastest also supports the health care sector; healthcare practitioners and technical occupations, which pay an average annual salary of \$72,500, are expected to grow 1.3% over the same period. Personal care and service occupations are expected to be the third fastest growing group at 1.2% per year over the next ten years, with an average annual wage of \$22,700. With significantly higher average annual wages of \$82,300, computer and mathematical occupations are expected to be the fourth fastest growing group at 1.1% per year over the next ten years.

**Current and Forecast Occupation Growth for Major Groups in the Crater Region**

SOC	Title	Current		Forecast			
		Four Quarters Ending with 2016q3		Over the Next 10 Years			
		Employment	Avg. Annual Wages <sup>1</sup>	Total Repl. Demand	Total Growth Demand	Growth Plus Repl. Demand	Avg. Annual Growth Percent
31-0000	Healthcare Support Occupations	2,692	\$24,600	595	539	1,134	1.8%
29-0000	Healthcare Practitioners and Technical Occupations	4,335	\$72,500	969	582	1,551	1.3%
39-0000	Personal Care and Service Occupations	3,546	\$22,700	869	448	1,317	1.2%
15-0000	Computer and Mathematical Occupations	1,121	\$82,300	175	124	299	1.1%
47-0000	Construction and Extraction Occupations	3,023	\$41,600	578	238	816	0.8%
21-0000	Community and Social Service Occupations	1,870	\$43,000	410	135	545	0.7%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2,612	\$24,400	595	108	703	0.4%
41-0000	Sales and Related Occupations	7,087	\$33,000	2,435	262	2,697	0.4%
25-0000	Education, Training, and Library Occupations	3,609	\$47,000	797	121	918	0.3%
35-0000	Food Preparation and Serving Related Occupations	6,728	\$21,100	2,546	173	2,719	0.3%
11-0000	Management Occupations	3,737	\$112,900	1,219	63	1,282	0.2%
13-0000	Business and Financial Operations Occupations	2,891	\$71,100	613	73	686	0.2%
49-0000	Installation, Maintenance, and Repair Occupations	3,167	\$49,500	812	66	878	0.2%
23-0000	Legal Occupations	399	\$92,800	78	5	83	0.1%
53-0000	Transportation and Material Moving Occupations	6,748	\$33,400	1,763	89	1,852	0.1%
19-0000	Life, Physical, and Social Science Occupations	663	\$64,000	199	1	200	0.0%
27-0000	Arts, Design, Entertainment, Sports, and	662	\$49,800	229	3	232	0.0%



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Media Occupations							
43-0000	Office and Administrative Support Occupations	9,991	\$34,400	2,263	-13	2,263	0.0%
33-0000	Protective Service Occupations	1,978	\$42,500	515	-11	515	-0.1%
17-0000	Architecture and Engineering Occupations	982	\$81,200	248	-26	248	-0.3%
51-0000	Production Occupations	5,274	\$38,600	1,401	-431	1,401	-0.8%
45-0000	Farming, Fishing, and Forestry Occupations	249	\$32,400	97	-22	97	-0.9%
00-0000	Total - All Occupations	73,363	\$43,500	19,407	2,526	21,933	0.3%

[Source: JobsEQ®](#)

Note: Figures may not sum due to rounding.

1. Occupation wages are as of 2015 and represent the average for all Covered Employment

The largest number of workers that businesses are expected to need due to industry growth over the next ten years in the region are in healthcare practitioners and technical (582), followed closely by healthcare support (539) and personal care and service (448).

When both growth and replacement demand are taken into account, food preparation and serving related occupations top the list of demand occupations with 2,719 workers needed over the next ten years. Sales and related occupations, with a need of 2,697 and occupation and administrative support occupations, with a need of 2,263, round out the top three.

The top 30 detailed occupations<sup>4</sup> that employ the most people in Crater make up a more than 40% of all employment in the region (see table below). Twenty-three of those occupations typically require only a high school diploma or less to carry out the duties of the job. Two of the occupations require some college, no degree; two require a postsecondary non-degree award; and three require a bachelor's degree.

Due to growth in industries that employ the top 30 occupations, 1,698 more positions are expected to be filled over the next ten years beginning with the third quarter of 2016

<sup>4</sup> Detailed occupations refer to those at the six-digit Standard Occupation Classification (SOC) level.

in the Crater Area. This accounts for 67% of the employment growth demand in the region over the next decade. In addition to the workers needed because industries are expanding, 8,599 positions will need to be filled in the top 30 occupations as current workers either retire or move to different occupations.

As in Virginia, cashiers, retail salespersons, and combined food preparation and serving workers make up the three largest detailed occupations. The two occupations with the highest location quotient are correctional officers and jailors (4.52) and industrial truck and tractor operators (1.35).

**Current and Forecast Employment Growth for 30 Largest 6-Digit Standard Occupation Classification (SOC) Groups in the Crater Area**

SOC	Title	Current			Forecast			Typical Entry-Level Education
		Four Quarters Ending with 2016q4			Over the Next 10 Years			
		Empl.	Avg. Annual Wages <sup>1</sup>	Location Quotient	Total Repl. Demand	Total Growth Demand	Avg. Annual Growth Percent	
41-2011	Cashiers	2,239	\$19,000	1.3	980	29	0.10%	Less than high school
41-2031	Retail Salespersons	2,145	\$23,100	0.94	789	167	0.80%	Less than high school
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,966	\$18,800	1.22	642	70	0.30%	Less than high school
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,942	\$27,300	1.58	623	49	0.20%	Less than high school
29-1141	Registered Nurses	1,489	\$62,000	1.06	349	207	1.30%	Bachelor's degree
39-9021	Personal Care Aides	1,481	\$18,500	1.69	167	339	2.10%	Less than high school
43-5081	Stock Clerks and Order Fillers	1,364	\$24,700	1.46	469	73	0.50%	Less than high school
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,326	\$41,100	1.48	247	51	0.40%	Postsecondary non-degree award
43-9061	Office Clerks, General	1,269	\$30,300	0.86	274	-2	0.00%	High school diploma or equivalent
35-3031	Waiters and Waitresses	1,188	\$20,600	0.94	578	-17	-0.10%	Less than high school
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,144	\$23,300	1	230	44	0.40%	Less than high school
43-6014	Secretaries and Administrative Assistants, Except	1,000	\$35,000	0.86	105	-11	-0.10%	High school diploma or equivalent

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Legal, Medical, and Executive								
11-1021	General and Operations Managers	970	\$118,100	0.92	256	35	0.40%	Bachelor's degree
31-1011	Home Health Aides	938	\$19,400	1.97	205	268	2.50%	Less than high school
43-4051	Customer Service Representatives	901	\$33,500	0.71	235	49	0.50%	High school diploma or equivalent
31-1014	Nursing Assistants	835	\$24,200	1.11	190	125	1.40%	Postsecondary non-degree award
41-1011	First-Line Supervisors of Retail Sales Workers	811	\$43,300	1.07	224	42	0.50%	High school diploma or equivalent
33-3012	Correctional Officers and Jailers	751	\$36,600	4.52	201	-19	-0.30%	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	746	\$38,700	1.12	197	5	0.10%	High school diploma or equivalent
43-3031	Bookkeeping, Accounting, and Auditing Clerks	716	\$38,400	0.83	65	-73	-1.10%	Some college, no degree
53-7051	Industrial Truck and Tractor Operators	709	\$34,100	2.6	205	-16	-0.20%	Less than high school
25-2021	Elementary School Teachers, Except Special Education	651	\$55,900	1.03	138	21	0.30%	Bachelor's degree
43-1011	First-Line Supervisors of Office and Administrative Support Workers	637	\$53,900	0.9	97	39	0.60%	High school diploma or equivalent
47-2061	Construction Laborers	616	\$28,900	1.02	159	69	1.10%	Less than high school
37-3011	Landscaping and Groundskeeping Workers	608	\$26,900	1.04	141	21	0.30%	Less than high school
25-9041	Teacher Assistants	600	\$24,400	1.04	142	24	0.40%	Some college, no degree
53-7064	Packers and Packagers, Hand	590	\$24,400	1.67	160	0	0.00%	Less than high school
39-9011	Childcare Workers	586	\$19,600	1.12	225	25	0.40%	High school diploma or equivalent
37-2012	Maids and Housekeeping Cleaners	577	\$20,500	0.94	155	36	0.60%	Less than high school
35-2014	Cooks, Restaurant	536	\$21,200	0.94	151	48	0.90%	Less than high school

Source: [JobsEQ®](#)

1. Occupation wages are as of 2015 and represent the average for all Covered Employment

**The knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations**

This section identifies current knowledge and skills required to meet the needs of employers as well as long-term needs and potential skills gaps. Current demand is based on Real-Time Intelligence gathered and analyzed by Chmura Economics & Analytics from online job postings. Long-term needs and gaps are based on JobsEQ analytics.

Job openings identify an immediate skills need, and potential gap, for employers as well as opportunities for job seekers. This is particularly relevant if there are large numbers of job postings for individual occupations indicating many businesses need the same skills. As shown in the table below, first-line supervisors of retail sales workers top the list with 264 openings<sup>5</sup> followed by retail salespersons and combined food preparation and serving workers, including fast food. The top five occupations with current postings align closely with demand in the largest sectors in the region, specifically supporting the retail trade, food services, and healthcare and social assistance industries. Occupations such as maintenance and repair workers, general; heavy and tractor-trailer truck drivers; and laborers and freight, stock, and material movers also reflect the higher relative concentration of transportation and warehousing and manufacturing firms in the region.

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<sup>5</sup> Counts of unique job postings may not equate with actual job demand. For example, job postings may be placed in anticipation of possible openings that do not materialize. Moreover, slight variations of ads may be placed such that the number of ads exceeds the actual number of openings.

**Online Job Postings for Top 25 Occupations, Crater Area  
December 2016 – January 2017**

<b>SOC</b>	<b>Occupation</b>	<b>Typical Entry-Level Education</b>	<b>Number</b>
41-1011.00	First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent	264
41-2031.00	Retail Salespersons	Less than high school	243
35-3021.00	Combined Food Preparation and Serving Workers, Including Fast Food	Less than high school	147
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	High school diploma or equivalent	125
29-1141.00	Registered Nurses	Bachelor's degree	79
49-9071.00	Maintenance and Repair Workers, General	High school diploma or equivalent	77
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	Postsecondary non-degree award	73
11-9051.00	Food Service Managers	High school diploma or equivalent	53
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	Less than high school	47
21-1014.00	Mental Health Counselors	Master's degree	46
43-5081.01	Stock Clerks, Sales Floor	Less than high school	45
43-4051.00	Customer Service Representatives	High school diploma or equivalent	45
35-2021.00	Food Preparation Workers	Less than high school	44
37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Less than high school	40
39-9011.01	Nannies	High school diploma or equivalent	40
53-3031.00	Driver/Sales Workers	High school diploma or equivalent	39
41-2011.00	Cashiers	Less than high school	37
11-9111.00	Medical and Health Services Managers	Bachelor's degree	36
15-1142.00	Network and Computer Systems Administrators	Bachelor's degree	34
37-2012.00	Maids and Housekeeping Cleaners	Less than high school	32

Source: JobsEQ®

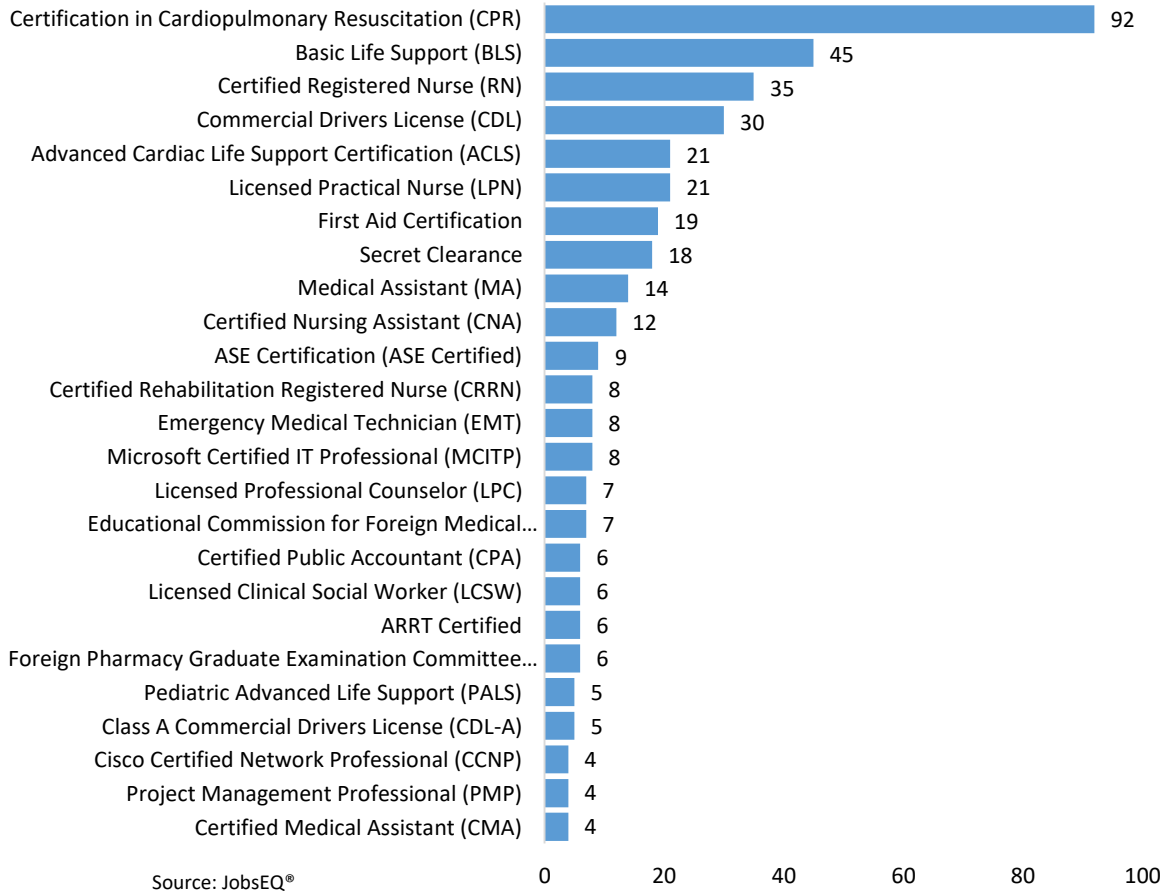
Note: Online jobs included were active at any point in the 30-days preceding January 5, 2017. As such, this report may include some ads that were closed as of that date and may include some ads that were first posted prior to the 30-day period.

Eight occupations in the top 25 list of job openings typically require a high school diploma and nine require no formal educational credential. Two require postsecondary

non-degree awards and require a bachelor's degree, and one requires a master's degree.

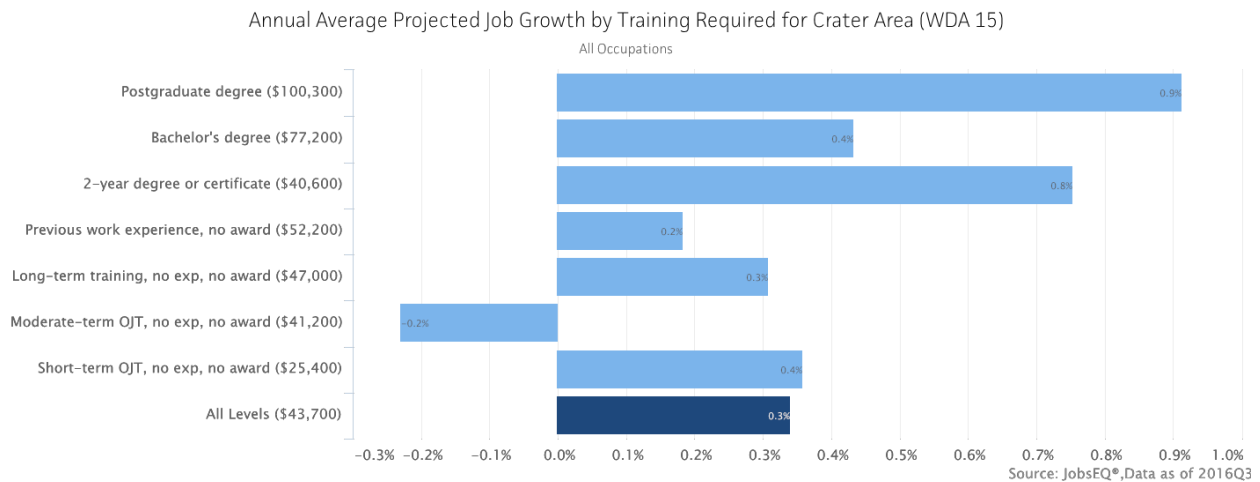
Certifications requested in the text of online job postings primarily support the healthcare sector. CPR, basic life support, and registered nurse top the list of the top 25 certifications requested in job ads over this 30 day period—overall, seventeen of the top 25 certifications are related to healthcare. Commercial Drivers License (CDL) was the fourth most requested certification, in 30 postings, while Class A CDL appeared in five posts. Supporting computer occupations, Microsoft Certified IT Professional was requested in eight online postings and Cisco Certified Network Professional was requested in four.

**Openings by Certifications, Crater Area  
December 2016 - January 2017**



Skills and occupations that are in demand today may not be in demand in the months or years ahead when a student finishes a training program or education. For that reason, long-term needs and potential gaps should be considered in conjunction with current needs.

The chart below presents projected annual average job growth through 2026 by training required for occupations. The most rapid growth forecasts among these groups are for occupations that require a postgraduate degree, or a two-year degree or certificate. The latter group includes occupations such as heavy and tractor-trailer truck drivers, nursing assistants, automotive service technicians and mechanics, and licensed practical and licensed vocational nurses.



Occupations in demand in the region were identified in the Regional Profiles accompanying The Commonwealth of Virginia WIOA Combined State Plan. The table below presents updated data for those top twenty occupations.<sup>6</sup> Ten of the top twenty occupations are attainable with an associate's degree or less and/or through a registered apprenticeship. Of the top twenty occupations, fourteen are relevant to the Commonwealth's statewide target sectors, suggesting strong business demand and an increased level of mobility in those occupations.

<sup>6</sup> Top occupations were based on total demand, for those occupations that earn, on average, a wage at or above the median wage in the region (\$34,200); are forecast to grow at an annual average growth rate over the next ten years that is equal to or greater than the regional growth rate for all occupations (0.3%); and have greater than or equal to the average projected total job demand over the next ten years per occupation in the region (28 jobs).



**Top 20 In Demand Occupations, 2016Qtr3-2026Qtr3**

SOC	Title	Current			Forecast				Typical Education Needed for Entry
		Four Quarters Ending with 2016q3			Over the Next 10 Years				
		Empl	Avg. Annual Wages <sub>1</sub>	Relevant to Target Sectors	Total Demand	Total Growth Demand	Total Demand	Avg. Annual Growth Percent	
29-1141	Registered Nurses	1,489	\$62,000	•	349	207	556	1.3%	Bachelor's degree
11-1021	General and Operations Managers	970	\$118,100	•	256	35	291	0.4%	Bachelor's degree
41-1011	First-Line Supervisors of Retail Sales Workers	811	\$43,300	•	224	42	266	0.5%	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	437	\$39,200	•	117	71	188	1.5%	Postsecondary nondegree award
25-2021	Elementary School Teachers, Except Special Education	651	\$55,900		138	21	159	0.3%	Bachelor's degree
13-2011	Accountants and Auditors	432	\$72,100	•	124	20	144	0.5%	Bachelor's degree
43-1011	First-Line Supervisors of Office and Administrative Support Workers	637	\$53,900	•	97	39	136	0.6%	High school diploma or equivalent
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	451	\$58,500		107	15	122	0.3%	Bachelor's degree
41-3099	Sales Representatives, Services, All Other	285	\$65,300	•	73	18	91	0.6%	High school diploma or equivalent
49-9041	Industrial Machinery Mechanics	266	\$53,300	•	71	32	103	1.1%	High school diploma or equivalent
47-2031	Carpenters	364	\$37,400		61	16	77	0.4%	High school diploma or equivalent
21-1021	Child, Family, and School Social Workers	291	\$43,500		71	10	81	0.3%	Bachelor's degree
11-9111	Medical and Health Services Managers	187	\$108,200	•	51	29	80	1.4%	Bachelor's degree
25-2022	Middle School Teachers, Except Special and Career/Technical Education	302	\$56,800		65	10	75	0.3%	Bachelor's degree
29-1069	Physicians and Surgeons, All Other	193	\$229,900	•	54	21	75	1.0%	Doctoral or professional degree
25-2011	Preschool Teachers, Except Special Education	217	\$39,800	•	62	13	75	0.6%	Associate's degree
13-1111	Management Analysts	281	\$87,900	•	50	18	68	0.6%	Bachelor's degree
43-3021	Billing and Posting Clerks	216	\$36,000	•	45	23	68	1.0%	High school diploma or equivalent
39-1021	First-Line Supervisors of Personal Service Workers	159	\$42,400		51	16	67	0.9%	High school diploma or equivalent
47-2111	Electricians	304	\$49,800	•	52	21	73	0.7%	High school diploma or equivalent

<b>Total - Top 20 Occupations</b>	<b>8,942</b>	<b>\$66,100</b>	<b>N/A</b>	2,117	676	<b>2,793</b>	0.7%	<b>N/A</b>
<b>Total - All Occupations</b>	<b>73,363</b>	<b>\$43,500</b>	<b>N/A</b>	19407	2526	<b>21,933</b>	0.3%	<b>N/A</b>

Source: JobsEQ®

Note: Figures may not sum due to rounding.

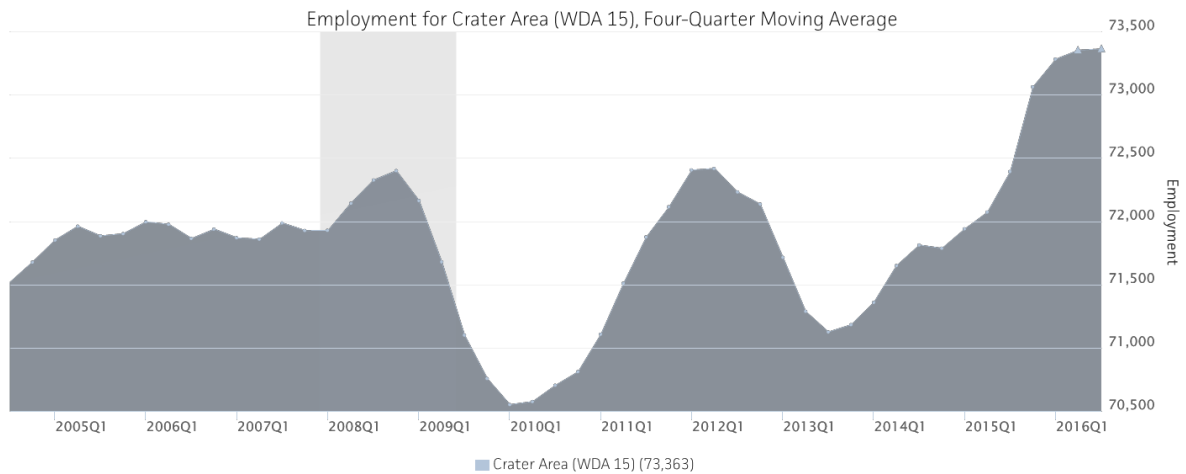
Note: Negative growth demand is not counted in total demand

1. Occupation wages are as of 2015 and represent the average for all Covered Employment

## WORKFORCE SUPPLY ANALYSIS

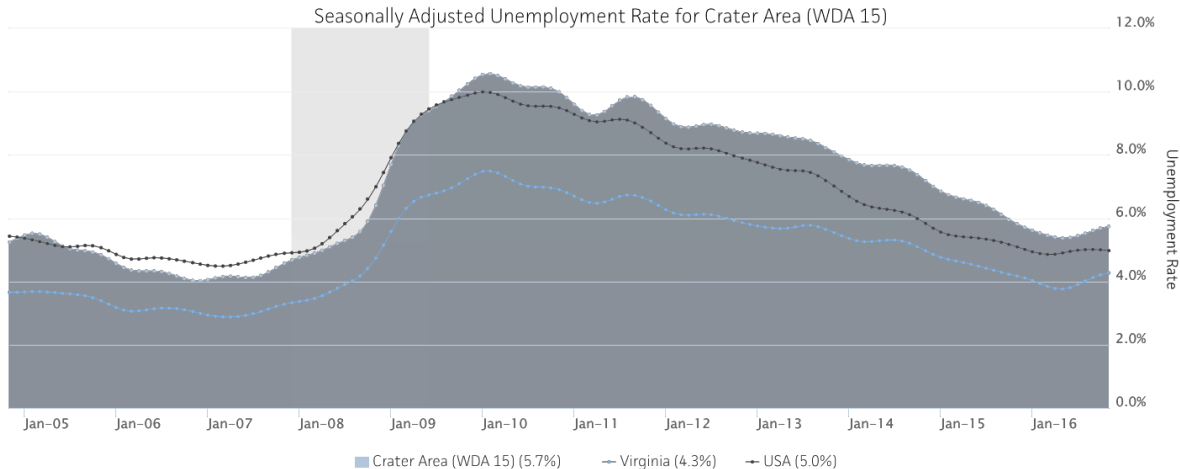
### Labor force employment and unemployment

The Crater Area began to experience employment decline associated with the Great Recession in the first quarter of 2009. Employment declined through the first quarter of



Source: JobsEQ®. Data as of 2016Q3. The shaded areas represent national recessions.

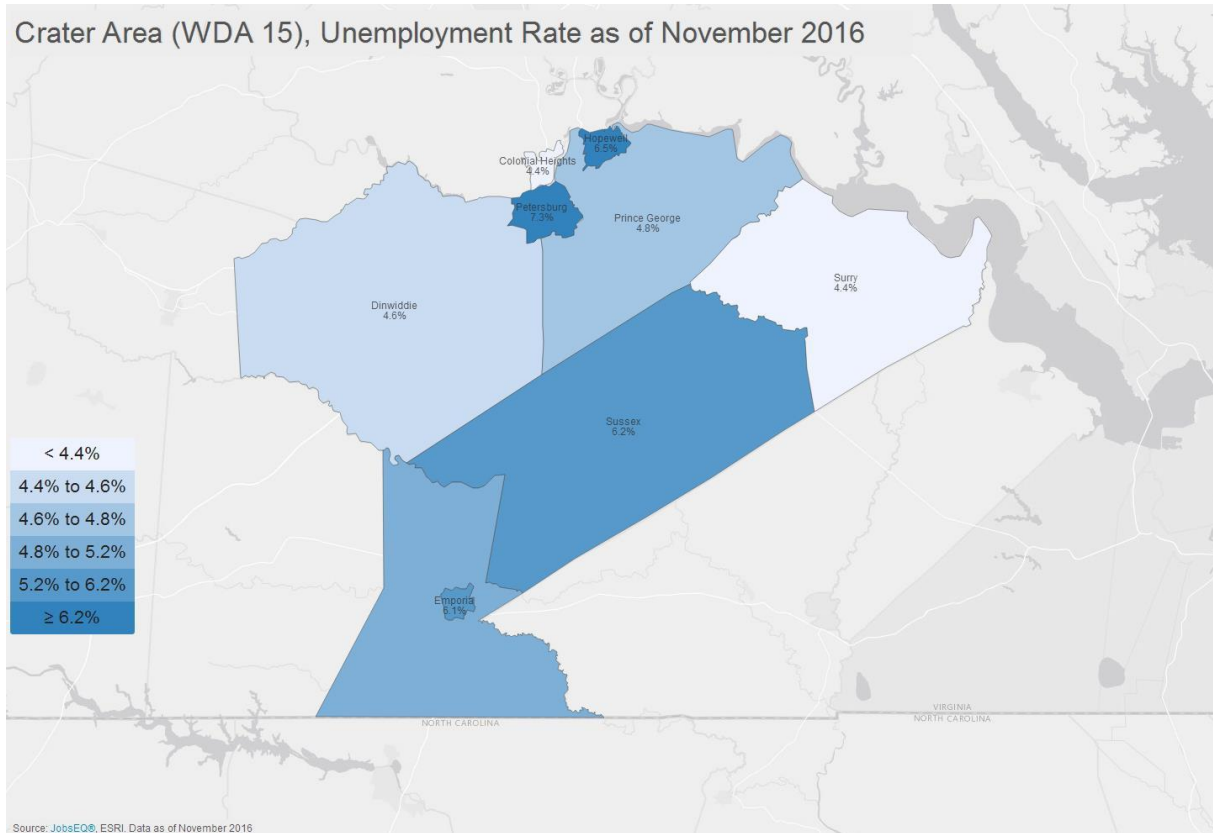
2010. Employment then increased for nine consecutive quarters, briefly surpassing its previous peak in the second quarter of 2012. Beginning in the third quarter of 2012, employment posted five straight quarters of declines but has increased in eleven of the twelve most recent quarters.



Source: JobsEQ\*. Data as of Nov 2016. The shaded areas represent national recessions.

The unemployment rate in the Crater Area has declined considerably since the end of the Great Recession, but remains above the national and state unemployment rates. Unemployment peaked in the region at a seasonally adjusted rate of 10.6% in February 2010, and has fallen almost by half to 5.7% as of November 2016. In comparison, seasonally adjusted unemployment in November 2016 was 4.3% in Virginia and 5.0% in the nation in November 2016. 1) Insert proposed modification 1 here.

The unemployment rate varies greatly around the region. It was the highest in November 2016 in Petersburg City (7.3%) and Hopewell City (6.5%), where the manufacturing, health care and social assistance and construction sectors have declined over the last year. In contrast, the unemployment rate is lowest in Surry County (4.4%), benefitting from recent growth in construction and manufacturing, and Colonial Heights City (4.4%), which has seen growth over the year in the accommodation and food services, construction, and health care and social assistance sectors.

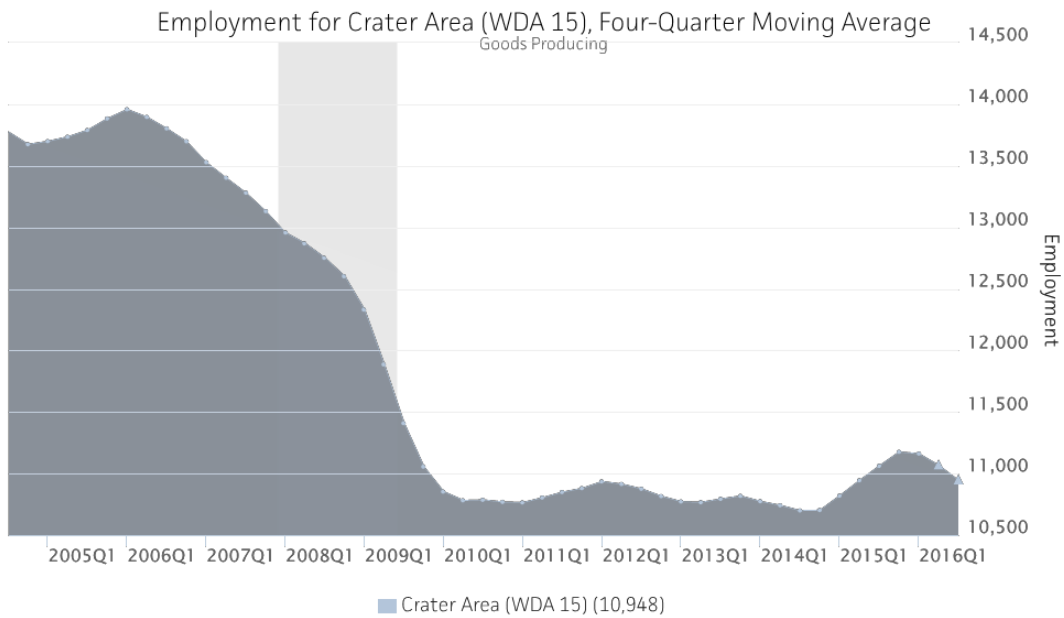


### Labor market trends

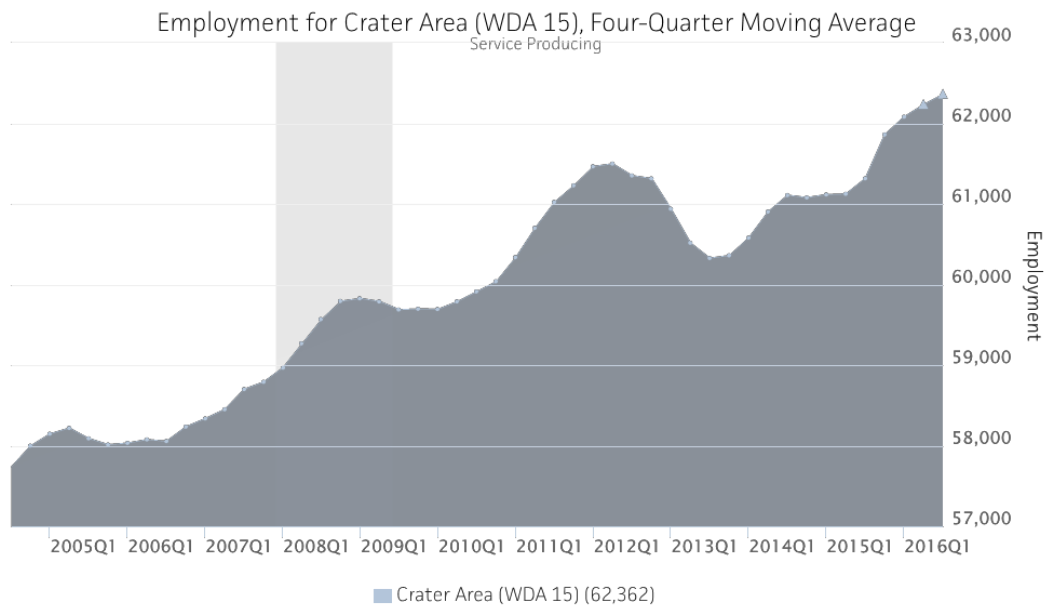
Labor market trends impact both the demand and supply sides of the workforce. On the demand side, the shifting industry mix in the Crater Area over time creates changes in the skills and occupations needed by businesses, with accompanying changes in workers' wages. On the supply side, the regional workforce is aging, and growth in the regional labor force has been stagnant.

Consistent with one of the broadest changes impacting the types of workforce skills needed in Virginia and the nation, employment in the Crater Area has been shifting from goods-producing to service-producing industries. The percentage of workers in the Crater Area creating goods (agriculture, forestry, and fisheries; construction; manufacturing; and mining, quarrying, and oil and gas extraction) has fallen from 19.9%

in the first quarter of 2002 to 14.9% in the third quarter of 2016. Employment in goods-producing industries stood at 10,948 in the third quarter of 2016. In contrast, employment at service-producing firms has increased from 80.1% to 85.0% over the same period, employing 62,362 as of the third quarter of 2016.



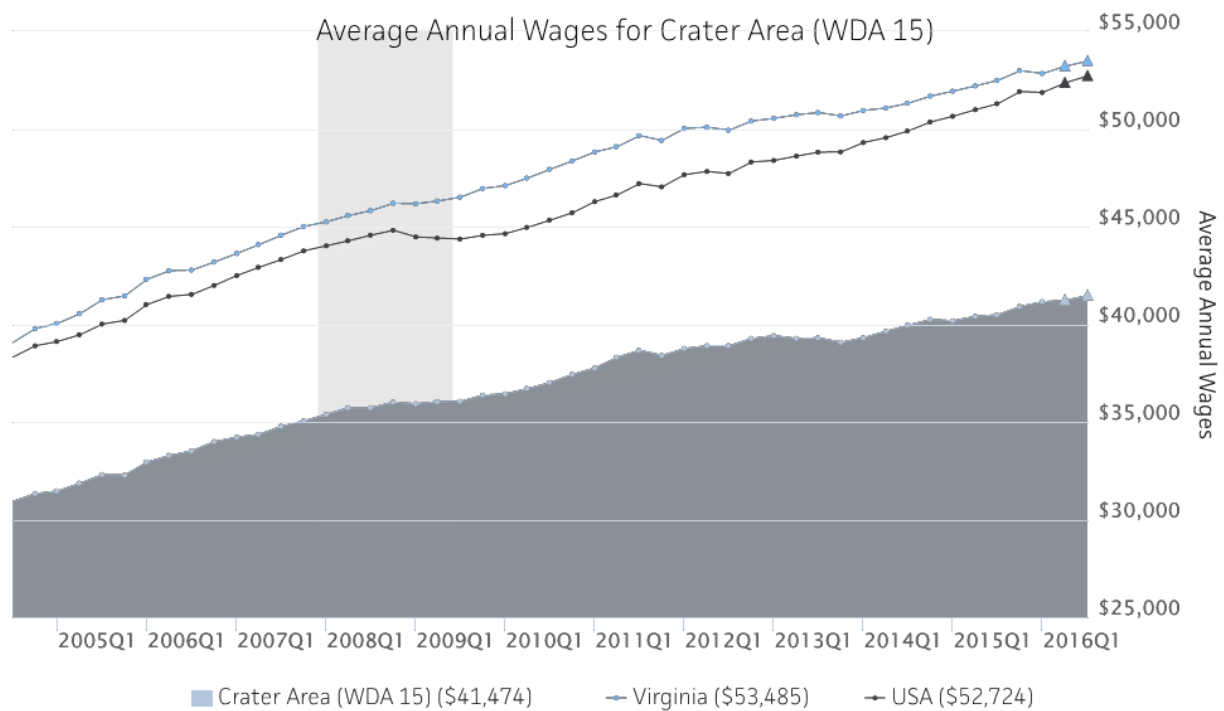
Source: JobsEQ®. Data as of 2016Q3. The shaded areas represent national recessions.



Source: JobsEQ®. Data as of 2016Q3. The shaded areas represent national recessions.

In addition to requiring a different skill set, growing industries may not provide the same salaries and wages for low-to-middle skilled workers as the industries in decline.

Overall, wages have increased at an average annual rate of 1.4% in the region over the last five years, compared to 1.5% average annual growth in Virginia and 2.2% in the nation over the same period. Given the relatively slower regional growth in wages, the gap between average wages in the Crater Area compared to state and national average wages has been gradually widening.



Source: JobsEQ®. Data as of 2016Q3. The shaded areas represent national recessions.

Many of the industries adding jobs over the past five years have average wages below the regional average, while some higher-paying industries have declined. The table shown below, which is ranked by employment changes over the last five years, shows transportation and warehousing (+1,436) and accommodation and food services (+1,162) adding the largest number of jobs over this period. Average wages in those

sectors are \$39,193 and \$15,777, respectively, compared with a regional average wage of \$41,474. In contrast, the wholesale trade sector contracted by 288 jobs over the same period, utilities contracted by 268 jobs, and the manufacturing sector declined by 63 jobs. Wages in all three sectors are above the regional average.

**Crater Area’s Changing Industry Mix Ranked Based on Total Employment Change Over the Last Five Years**

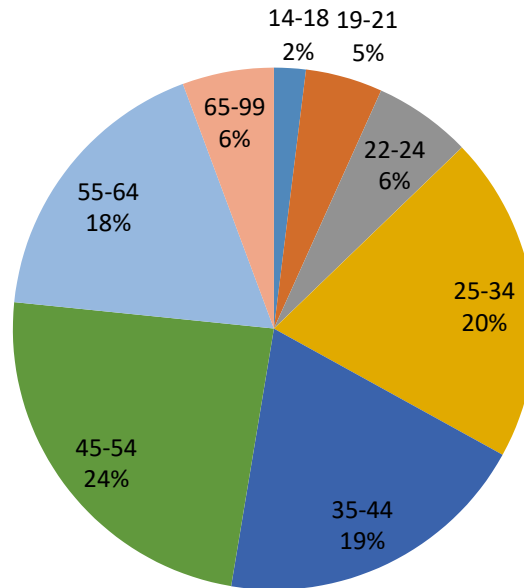
NAICS	Industry	Current			Historical		
		Four Quarters Ending with 2016q3			Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q3-2016q3	
		Employment	Avg. Annual Wages	Location Quotient	Employment	Crater Area	Virginia
48	Transportation and Warehousing	5,801	\$39,193	1.92	1,436	5.9%	2.2%
72	Accommodation and Food Services	6,849	\$15,777	1.05	1,162	3.8%	2.6%
54	Professional, Scientific, and Technical Services	2,024	\$52,082	0.42	232	2.5%	0.8%
62	Health Care and Social Assistance	12,880	\$39,613	1.25	205	0.3%	2.0%
23	Construction	3,597	\$46,230	0.89	166	1.0%	0.6%
52	Finance and Insurance	1,180	\$50,492	0.4	99	1.8%	1.7%
55	Management of Companies and Enterprises	385	\$106,245	0.36	86	5.2%	0.0%
11	Agriculture, Forestry, Fishing and Hunting	643	\$31,810	0.59	47	1.5%	1.3%
53	Real Estate and Rental and Leasing	759	\$38,221	0.61	23	0.6%	0.5%
81	Other Services (except Public Administration)	3,322	\$27,464	1.02	10	0.1%	1.0%
71	Arts, Entertainment, and Recreation	1,171	\$20,083	0.81	-30	-0.5%	1.7%
56	Administrative and Support and Waste Management and Remediation Services	2,947	\$31,043	0.62	-36	-0.2%	2.4%
21	Mining, Quarrying, and Oil and Gas Extraction	111	\$57,423	0.35	-53	-7.5%	-8.0%
31	Manufacturing	6,598	\$63,620	1.08	-63	-0.2%	0.4%
51	Information	329	\$34,675	0.22	-73	-3.9%	-1.4%
92	Public Administration	7,700	\$58,173	2.2	-105	-0.3%	0.5%
22	Utilities	1,356	\$161,733	3.44	-268	-3.5%	0.0%
42	Wholesale Trade	1,811	\$47,754	0.63	-288	-2.9%	-0.1%
61	Educational Services	4,563	\$37,159	0.75	-518	-2.1%	0.0%
44	Retail Trade	9,284	\$27,137	1.16	-597	-1.2%	0.9%
99	Unclassified	52	\$33,897	0.31	52	n/a	29.9%
<b>Total - All Industries</b>		<b>73,363</b>	<b>\$41,474</b>	<b>1</b>	<b>1,487</b>	<b>0.4%</b>	<b>1.1%</b>

Source: JobsEQ®

Note: Figures may not sum due to rounding.

Following a national and statewide trend, a large percentage of the workforce in the Crater Area is nearing retirement. More than 41% of the workforce is aged 45 through 64, with 17.7% in the 55 through 64 age cohort.

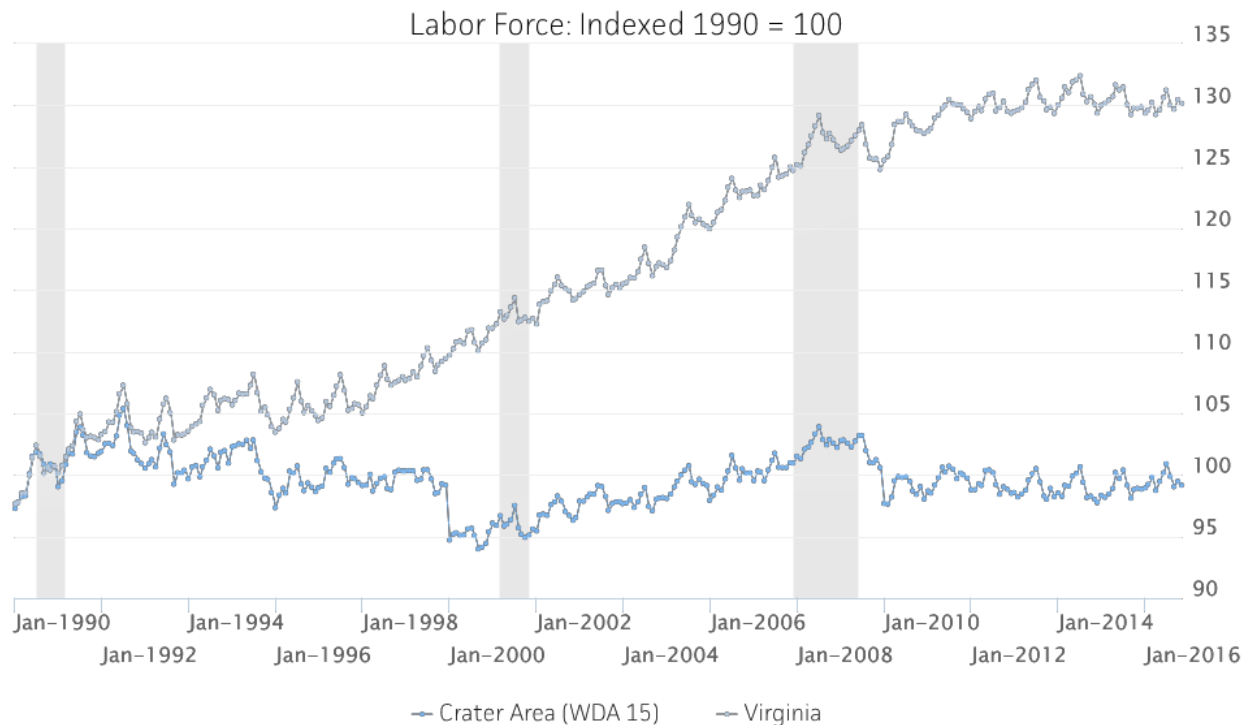
**Crater Area Workforce by Age Cohort  
Four Quarters Ending 2014 Qtr 3**



The percentage of the workforce near retirement in the region varies by industry. In the utilities sector, for example, 56% of the workforce is 45 through 64 years old, while that cohort accounts for 51% of the workforce in the manufacturing sector. In contrast 23% of the accommodation and food services and 30% of the mining, quarrying, and oil and gas extraction sectors are between the ages of 45 and 64.



Stagnant labor force growth in the region may limit opportunities for expanding employment in the Crater Area.<sup>7</sup> With an annual average population growth rate of 0.3% between 2005 and 2015, the Crater Area has lagged behind Virginia’s rate of 1.0% and the national rate of 0.8% over the same period. The chart below shows overall labor force change for the Crater Area and Virginia indexed to 1990. While the available labor force in the state has expanded about 30% over this period, the Crater Area labor force has been largely stagnant, growing briefly during the Great Recession but still at virtually the same level in 2016 as in 1990.



Source

Improving employment among populations with barriers to employment may offer a path to expanding the labor force participation in the Crater Area. The percentage of

<sup>7</sup> Data are from the Local Area Unemployment Statistics (LAUS) program from the BLS, accessed in JobsEQ. Labor force is defined as the civilian noninstitutional population ages 16 and older classified as either employed or unemployed and looking for work.

populations with barriers to employment, as shown in the table below, is typically above levels in the state, with the exception of populations born in a foreign country or that speak English less than very well. Labor force participation among those with a disability in the Crater Area is 34.2%, compared to a 42.6% participation in Virginia. An estimated 18.5% of households in the region receive food stamps, compared with 9.5% in Virginia. Similarly, the percent of disconnected youth in the Crater Area (5.1%) is more than twice that in the state (2.2%).

**Select Demographic Data, Including Populations with Barriers to Employment**

	Percent		Value	
	Crater Area	Virginia	Crater Area	Virginia
Population <sup>1</sup>	—	—	174,194	8,382,993
Population Annual Average Growth <sup>1</sup>	0.3%	1.0%	532	80,589
Labor Force Participation Rate and Size (civilian population 16 years and over) <sup>2</sup>	53.8%	64.8%	75,616	4,229,948
Armed Forces Labor Force <sup>2</sup>	1.7%	1.7%	2,352	108,658
Veterans, Age 18-64 <sup>2</sup>	9.8%	9.1%	10,627	470,379
Poverty Level (of all people) <sup>2</sup>	17.3%	11.5%	27,382	914,237
Households Receiving Food Stamps <sup>2</sup>	18.5%	9.5%	11,280	290,122
Disconnected Youth <sup>2,3</sup>	5.1%	2.2%	412	9,760
Children in Single Parent Families (% of all children) <sup>2</sup>	48.0%	31.3%	16,720	557,396
With a Disability, Age 18-64 <sup>2</sup>	15.2%	9.1%	14,637	460,216
With a Disability, Age 18-64, Labor Force Participation Rate and Size <sup>2</sup>	34.2%	42.6%	5,009	195,829
Foreign Born <sup>2</sup>	3.4%	11.6%	5,941	948,484
Speak English Less Than Very Well (population 5 yrs and over) <sup>2</sup>	2.0%	5.6%	3,311	431,036

Source: JobsEQ

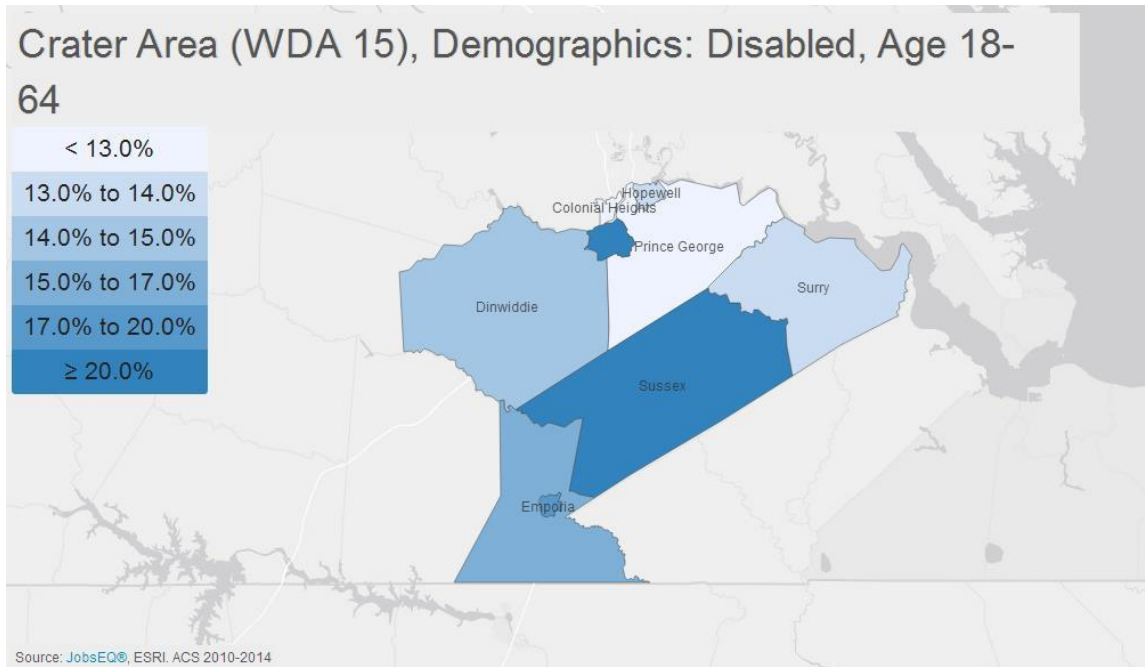
1, Census 2015, annual average growth rate since 2005

2, ACS 2010-2014

3, Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

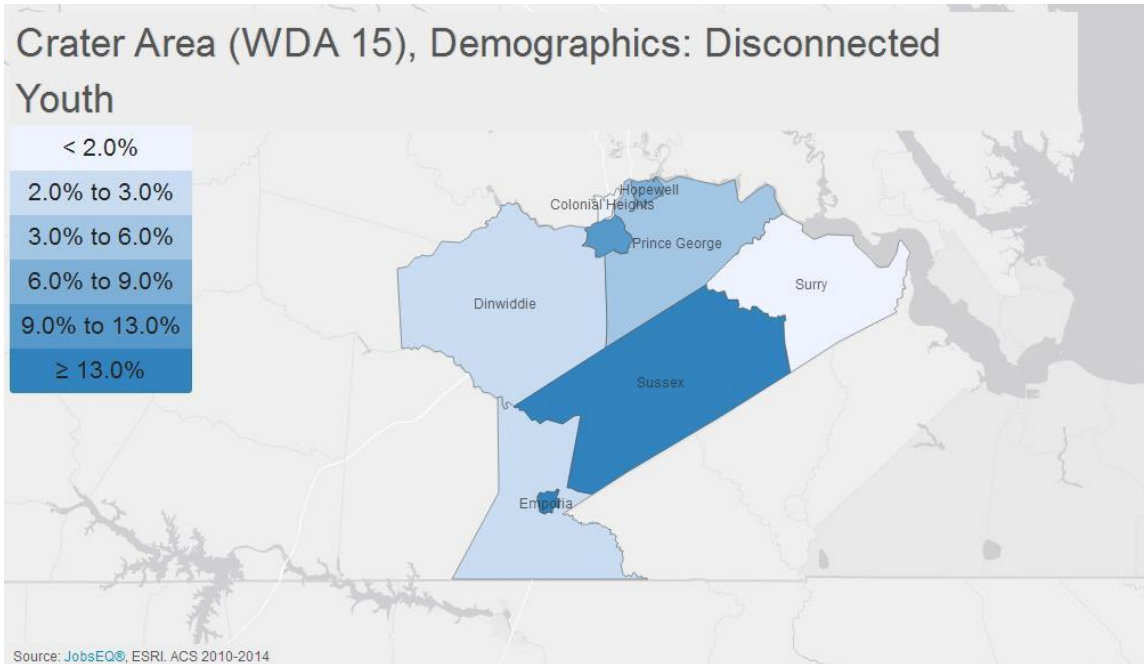
The percentage of individuals age 18 through 64 with a disability in the Crater Area (15.2%) is higher than that of the state (9.1%) based on the ACS, 2010-2014. As shown

in the map, the concentration of individuals with a disability varies by county. The largest percentages are in Sussex County (20.6%) and Petersburg City (20.2%).

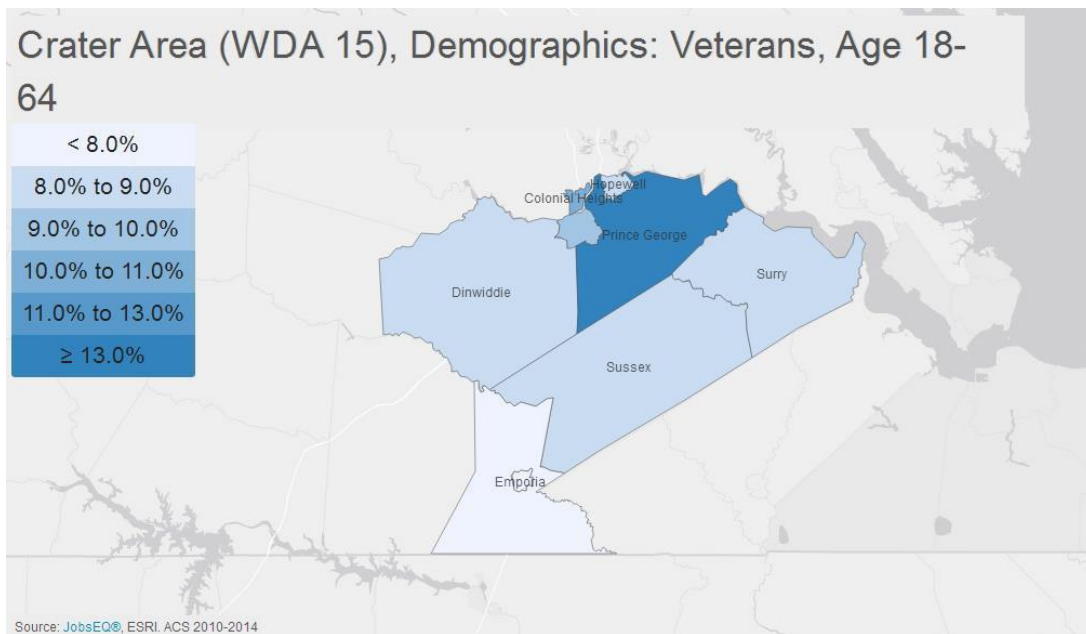


Though the percent of disconnected youth is 5.1% in the Crater Area, the percentage ranges from 0% in Surry County and Colonial Heights City up to 16.8% in Emporia City. Sussex County has an estimated 14.0% disconnected youth.<sup>8</sup>

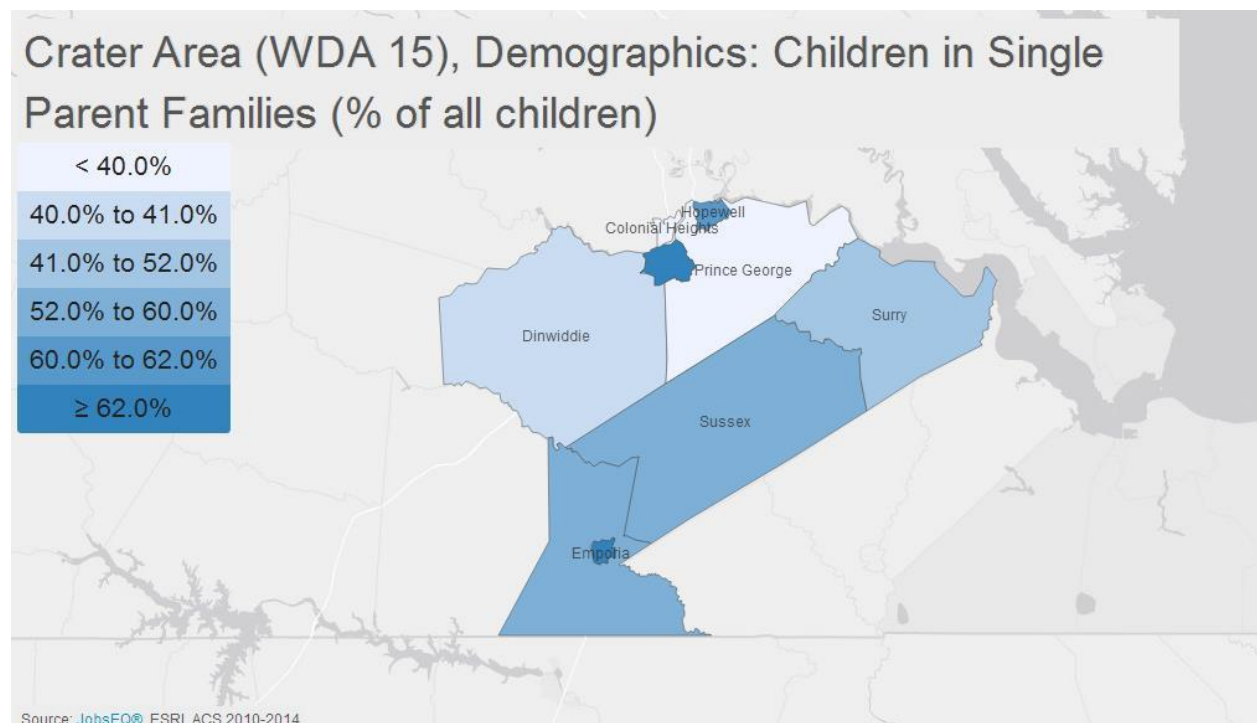
<sup>8</sup> Note that due to small sample size many of these estimates include zero within the confidence interval. As such, these data represent possible areas for further exploration in day-to-day operations.



The percentage of veterans age 18-64 also varies across the region. The largest concentrations of veterans are in the area surrounding Fort Lee, specifically Prince George County (13.3%) and Colonial Heights City (10.7%). The map below shows the concentration of veterans by county in the region.



Single-parent households include male householders, no wife present and female householders, no husband present, both in households with one or more people under 18 years. The percentage ranges shown in the map below are a share of all households with one or more people under 18 years, based on ACS 2010-2014. Single-parent households are particularly concentrated in Petersburg City (70.6%), Emporia City (62.4%), and Hopewell City (60.2%).



### **Educational and skill levels of the workforce, including individuals with barriers to employment**

Crater Area's working-age population is generally less educated when compared with the state and nation. Seventeen percent of individuals aged 25 through 64 in the region have a bachelor's degree or higher compared to 37.8% in the state and 30.9% in the nation. At the opposite end of the spectrum, 16.8% of the Crater Area population aged 25 through 64 have no high school degree, compared to 9.9% in Virginia. The percent

with an associate’s degree in the Crater Area (7.1%) is on par with the percentage in Virginia (7.7%).

**Educational Attainment, Age 25-64**

	Percent			Value		
	Crater Area	Virginia	USA	Crater Area	Virginia	USA
No High School Diploma	16.8%	9.9%	12.0%	15,911	439,874	19,939,890
High School Graduate	38.0%	23.9%	26.5%	35,928	1,062,241	44,000,387
Some College, No Degree	22.9%	20.6%	21.9%	21,625	914,402	36,270,359
Associate's Degree	7.1%	7.7%	8.7%	6,707	342,942	14,487,486
Bachelor's Degree	10.2%	22.3%	19.7%	9,667	991,434	32,646,533
Postgraduate Degree	5.0%	15.5%	11.2%	4,739	689,184	18,533,513

Source: ACS 2010-2015 & JobsEQ®

As in the state and nation, educational attainment varies by race and ethnicity in the Crater Area. Fifty-three percent of Asian residents age 25 and older have earned a bachelor’s degree or higher, compared with 19% of white alone, and 12% of black or African American alone. By ethnicity, 14% of the Hispanic or Latino population has a bachelor’s degree or higher, compared with 19% of white, not Hispanic or Latino.

**Educational Attainment , Age 25 and older, by Race and Ethnicity**

	<b>Less Than High School Diploma</b>	<b>High School Graduate</b>	<b>Some College or Associate's Degree</b>	<b>Bachelor's Degree or Higher</b>
White Alone	14%	37%	30%	19%
Black or African American Alone	24%	37%	27%	12%
Asian Alone	19%	16%	11%	53%
American Indian and Alaska Native Alone	27%	23%	35%	15%
Native Hawaiian and Other Pacific Islander Alone	6%	11%	50%	34%
Some Other Race Alone	19%	39%	22%	20%
Two or More Races	21%	29%	39%	10%
White Alone, Not Hispanic or Latino	14%	37%	30%	19%
Hispanic or Latino	24%	32%	30%	14%

Source: ACS 2010-2015

## SWOT ANALYSIS

A SWOT session was conducted during a facilitated strategy session on December 6, 2016. The convening engaged approximately 60 stakeholders from inside and outside the partner programs listed in this plan, including representatives from the Workforce Development Board, WIOA partner organizations, community based organizations, and businesses. To ensure discussion of education and training, workforce development activities, and education and skill needs of the workforce and employers, the SWOT was preceded by an overview of the economic and workforce baseline. Following the convening, findings from the SWOT were leveraged to inform the development of the strategic objectives.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Community Colleges</li> <li>• Credentialing programs</li> <li>• Certificate programs</li> <li>• Military exits come out with good skills, soft skills, certifications, and some receive culinary training from Fort Lee</li> <li>• Manufacturing and logistics supports a strong workforce and keeps us challenged. So many businesses in this industry want to come to the area.</li> <li>• Highway transportation, including 95, 58, 85, and 295</li> <li>• Large international businesses like Rolls Royce and Amazon</li> <li>• Chemical industry and labs in Hopewell and the different skillsets required</li> <li>• Transportation connects the region to Richmond and Hampton Roads, expanding the labor shed</li> <li>• Collaborative partners and</li> </ul>	<ul style="list-style-type: none"> <li>• Public transportation lacking to get people to work</li> <li>• Communication at all levels.</li> <li>• Regional differences lead to localities trying to do things themselves</li> <li>• Limited measurable results</li> <li>• Limited visible Board impact on the region</li> <li>• Involvement and commitment of the Board, though they have been making progress on this</li> <li>• Industry awareness and training</li> </ul>

<p>businesses</p> <ul style="list-style-type: none"> <li>• Passion for Crater</li> <li>• Partnership and participation from private sector</li> <li>• Available business sites and land are attractions for businesses</li> <li>• Opportunities for training. There is space for it, we just need to build up training sites</li> <li>• Several affiliate One-Stop centers increase accessibility for workforce and businesses</li> </ul>	
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• All industries             <ul style="list-style-type: none"> <li>○ Incohesiveness, groups working on different things, presents an opportunity for the WIB to bring everyone together and act as a central hub</li> <li>○ Opportunities to get expert practitioners involved in teaching, especially teaching part time and focusing on very specific areas</li> <li>○ Opportunity for partnering with private sector to match training funding dollar for dollar.</li> </ul> </li> <li>• Healthcare             <ul style="list-style-type: none"> <li>○ 10,000 people every day turn 65, need for workers is now and growing.</li> </ul> </li> <li>• Manufacturing             <ul style="list-style-type: none"> <li>○ opportunity to improve communication around apprenticeships, programs with schools, education, mentorships, internships, paid externships.</li> <li>○ Know and communicate action items to community and demonstrate ROI creates opportunity for companies to put skin in the</li> </ul> </li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Region is not as competitive as it could be</li> <li>• Difficulty getting and retaining companies</li> <li>• If workforce training is not improved and we reach the goal of best WIB in the state, we run the risk of losing employers due to them relocating.</li> <li>• People looking for jobs lack soft skills and career readiness</li> <li>• Hard to get out of silos. It stifles the ability to align workforce programs and keeps business needs from being met.</li> <li>• Business are so lean that sometimes HR might not be local or they don't have enough people.</li> <li>• Businesses don't come away with immediate ROI and see benefits</li> <li>• Access to broadband, especially for individuals and businesses in rural areas. Limited access makes virtual training and long distance learning difficult.</li> <li>• We tend to say there is not enough money. That habit is a threat. Solution is to start with a model, then go find the money to make it work, and focus on incremental progress. Better alignment will fix money problems.</li> </ul>



<p>game knowing they can get something out it</p> <ul style="list-style-type: none"> <li>○ machining skills class at Southside Virginia Community College, collaboration with CCAM and Fort Lee</li> <li>● The JLARC [Joint Legislative Audit &amp; Review Commission] report on Economic Development suggests the level of coordination at the state level is a huge opportunity to improve.</li> <li>● Construction             <ul style="list-style-type: none"> <li>○ Concrete and commercial are good opportunities.</li> <li>○ Welding Apprenticeships in Emporia</li> <li>○ Look at the specific needs of employers</li> </ul> </li> <li>● Faith Based Organizations             <ul style="list-style-type: none"> <li>○ Huge opportunity to network</li> <li>○ Facilities not in use could be venues for outreach or training</li> </ul> </li> <li>● Libraries             <ul style="list-style-type: none"> <li>○ Bring together businesses and agencies to a centralized place for those without internet access</li> </ul> </li> <li>● Correctional Facilities             <ul style="list-style-type: none"> <li>○ Opportunity for training programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● We don't have a central web portal for families, students, military, and educators to know what's available and who is eligible.</li> <li>● Confidentiality requirements present a threat to sharing data</li> <li>● Jargon gets in the way of communicating</li> <li>● WIOA laws and needs of the community do not always match</li> </ul>
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## **VISION & GOALS**

### **Vision**

To be the preferred human capital resource for businesses and jobseekers in the Crater  
Region

### **Mission**

The mission of the Crater Regional Workforce Development Board (CRWDB) is to align workforce services to meet the needs of local employers for skilled and motivated workers. The mission is accomplished by focusing on expanding the pipeline of workers through improved collaboration with mandated partners, aligning the training capacity to meet state and local economic development targeted industry needs, and managing the expectations of skills and credentials for jobseekers.

### **Goals**

**Alignment:** Align programs to service delivery, aligning around a common set of metrics across all the people, programs, and products in the system.

**Customer Satisfaction:** Work to create a culture of customer-facing workflows ensuring total customer satisfaction with workforce services. Adopt a systems approach to serve more customers, and to serve them more effectively and efficiently. Strengthen the Business Service Unit and explore how to fund a dedicated position to lead that unit. Develop a sub-committee to conduct a resource survey of the area to include current locations and other possible locations that could be used to provide Workforce Development services throughout the region.

**Return on Investment:** Measure and communicate the CRWDB's impacts on the community in terms of wealth creation, job gains, and business hiring trends.

Collaborate across programs and agencies to better leverage federal, state, and local resources.

**Sector Strategies:** Expand our efforts in building active partnerships in target industry sectors to help better position career pathways for youth and adult students and workers that are continuously re-examined to meet the ongoing needs of employers within those sectors. We are focused on supporting high-growth industries that pay good wages such as aerospace, advanced manufacturing, logistics, utilities, and warehousing and distribution.

**Continuous Improvement:** This goal underpins the fulfillment of all goals and aims to increase organizational effectiveness on a continual, incremental basis. This goal is tied to our mission in a way that we can evaluate our operations, and will require strategic development of the CRWDB leadership, staff, and partners in a continuous improvement model. The service model will include gap-closing strategies for youth, persons with disabilities and others with barriers to employment. Provide board orientation opportunities as new board members come on and continuous improvement learning opportunities for board members on regular basis. Improve communication with stakeholders by sending board packets well in advance of meetings; placing minutes and agendas on the website; eliminating as much industry jargon. The Consortium will monitor the work of the board ensuring that terms of the MOU are firmly embedded.

**Goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1)**

Each of the goals relate to preparing the regional workforce and improving performance measures. Goals for Sector Strategies, Customer Satisfaction, and Return on Investment most specifically address preparing an educated and skilled workforce, with Continuous Improvement particularly focused on gap-closing strategies for youth and individuals with barriers to employment. Improvement in performance accountability measures are expected to result from efficiencies and improved effectiveness of the system in working to achieve the goals for Alignment, Customer Satisfaction, ROI, Sector Strategies and Continuous Improvement.

## **STRATEGIC INTENT**

This section presents broad strategies to achieve the goals, further broken down to strategic objectives. The objectives described were informed through the workforce and industry analyses and the SWOT session facilitated on December 6, 2016 at John Tyler Community College, Chester, VA. The approximately 60 session participants included representatives from the Workforce Development Board, WIOA partner organizations, community based organizations, and businesses. These objectives are intended to provide guidance related to how the CRWDB will execute strategies to fulfill the overarching goals of this plan. Strategic objectives may be modified and additional objectives may be formulated across the life of this plan.

### **Goal 1: Align programs to service delivery around a common set of metrics across all the people, programs, and products in the system**

#### **Strategy: Implement common metrics**

Alignment will be strategically accomplished through the development of common metrics and the implementation of technology to better understand the needs of the customers in the system – businesses and jobseekers. Technology enhances information sharing and helps streamline the touch points to the customers. To implement the common metrics strategy, the region focuses on a dashboard of key metrics measuring performance across the system. Defining common metrics sets the foundation for adopting a collective impact model for system partners to implement strategic objectives and measure effectiveness across these metrics.

#### **Strategic Objectives:**

***Adopt collective impact model for system partners.*** The CRWDB will serve as the backbone organization and pilot this model<sup>9</sup> with the agencies currently represented on the Board. Shared measures gauging performance will be agreed upon and incorporated into the dashboard. The intent is for this model to be extended beyond the Board to include system wide partners, over time. An ad hoc subcommittee to the Board will be formed to lead this pilot.

***Develop dashboard of key metrics to measure system wide performance.*** This dashboard will go beyond WIOA performance measures. Key metrics to be considered may include but not be limited to customer satisfaction, number of partner sites, collaboration with system partners, leveraged resources, and target industry-related investments. This dashboard will be presented at each WDB meeting and time will be allotted for discussion of gaps and opportunities to improve.

**Goal 2: Create a culture of customer-facing workflows ensuring total customer satisfaction with workforce services. Adopt a systems approach to serve them more effectively and efficiently.**

**Strategy: Transform workforce system operations and culture**

This strategy is supported by process improvement objectives and includes elements of change management for the workforce professionals inside the system. By creating a culture of customer-facing workflows, the system will engage in a strategic reorganization to combine partners and programs in a manner that is not disruptive or confusing to the customers. The internal reorg strategically requires a redesign of service delivery through shared resources – people and funding. To achieve customer satisfaction, workforce staff will take on professional development, learning and training

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<sup>9</sup> Collective impact is a structured approach to solving complex social problems that includes five core conditions: common agenda, shared measurement system, continuous communication, mutually reinforcing activities, and

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backbone function. For more on collective impact see [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

to be customer-centric. With the professional development comes a culture of empowerment and self-awareness leading to an improved customer experience. To improve customer satisfaction, and at the systems level, the transformation will reimagine the One-Stop. The strategic and improved service delivery model will move beyond a physical site toward a systems approach to serve more customers and to serve them more effectively and efficiently.

**Strategic Objectives:**

***Empower staff to complete professional development training related to practicing continuous quality improvement (CQI).***

Leadership, business services staff, and career services staff will complete ongoing professional development to become familiar with, and proficient practicing CQI. These practices will become central to developing a professional environment that embraces transparency, accountability and customer satisfaction at all levels of engagement, both internal and external.

***Measure customer satisfaction to inform continuous quality improvement efforts (CQI).***

Survey instruments will be designed to gather feedback from both jobseekers and businesses related to their interaction at multiple points of engagement with the workforce system. For example, jobseekers will be asked to complete questionnaires regarding the effectiveness of workshops they attend; businesses will be asked to complete questionnaires rating their impressions of services received. These surveys may be administered at point of service or via email. Responses will be shared and leveraged to inform opportunities for improvement across the system.



***Expand partner sites across the region to maximize access to career services.***

Job center “satellites” may be established at places such as public libraries, community based organizations, and churches. Partner sites will be equipped with dedicated computer workstations and some may host rotating career services staff on a regular basis to serve local jobseekers. Sites with adequate facilities (e.g. classrooms or conference space) may host interviews, job fairs, workshops and similar group learning experiences as appropriate.

**Goal: Return on Investment**

**Strategy: Establish a SMART model to guide investment decisions**

The region will develop a SMART investment model. SMART<sup>10</sup> in that investments will be:

S – Specific, significant, and is a stretch goal

M –Measurable, meaningful, and a motivating goal

A – Agreed upon, attainable, achievable, acceptable, and an action-oriented goal

R – Realistic, relevant, reasonable, rewarding, and a results-oriented goal

T – Time-based, time-bound, timely, tangible, and is a tractable goal

The regional SMART Investments model allows for collaboration across programs and agencies to better leverage federal, state, and local resources. As part of the customer focus area, our efforts will be transparent and open as we plan to publish a financial statement to customers and to stakeholders. To creatively share in resources, the

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<sup>10</sup> <https://www.projectsmart.co.uk/smart-goals.php> by Duncan Haughey.

collective impact structure will facilitate effective resource sharing, creating greater value for customers.

**Strategic Objectives:**

***Update training investment policies to align with target industries and jobseekers.***

The CRWDB will review its training investment policies on an annual basis to make sure that training and education resources are allocated to supporting entry into in-demand occupations that pay average wages equal to or above an established threshold for self-sufficiency. A list of in-demand occupations will be prepared each year and validated by regional businesses. As applicable, the training and education programs required to enter these occupations will be prioritized relative to what types of investments are approved.

***Practice financial transparency.***

Basic measures summarizing how resources are allocated by expense category and program type will be developed and reported in an easily digestible format for all audiences to consume on a quarterly basis. Workforce system partners will be encouraged to do the same for expenditures related to workforce activities. Trends will be evaluated over time and time will be allocated during CRWDB meetings to discuss.

**Goal: Sector Strategies**

**Strategy: Position everyday work in high growth industries**

This strategy will expand efforts in building active partnerships in a target industry sector to help better position career pathways for youth and adult students and workers that are continuously re-examined to meet the ongoing needs of employers within that

sector. We are focused on supporting high-growth industries that pay good wages such as aerospace, advanced manufacturing, logistics, utilities, and warehousing and distribution. This strategy is tied to local initiatives for the Commonwealth Center for Advanced Logistics Systems (CCALS) and the Commonwealth Center for Advanced Manufacturing (CCAM). These initiatives already have momentum in the region and will serve as the anchor sector strategy and career pathways models. Additional initiatives include the construction of the Virginia Dominion Power plant in Greensville County, and a machining skills class at Southside Virginia Community College designed in partnership with Fort Lee and CCAM. The region will strategically demonstrate its value to the business community by focusing on capturing a large portion of the employers that are already operating as 'sectors' by the nature of their design—particularly the different employers in the CCAM campus.

The WDA is strategically designed to be business-driven and create value for the employers in the region. The regional efforts toward business engagement are focused on capturing the voice of the customer and to have a response strategy through the strategic objectives to broker talent to businesses. We intend to better understand what businesses need in terms of talent acquisition and we have sector strategy goals of how to position career pathways within high growth industries. On the system level we intend to integrate real time job openings analytics into our arsenal of actionable labor market intelligence. Real-time needs by employers help us be more strategic and effective in how business services teams approach employer demands for a skilled workforce.

***Form industry action groups.***

These groups will be industry-led and structured similarly to an advisory council that bridges the interests and needs of a specific target industry to informing the work of the WDB. Key members will include leaders from industry, workforce, education, and economic development, but need not be WDB members. These groups will be responsible for steering the development of sector partnerships that aim to address skill shortages, develop talent pipelines, and launch career pathway initiatives in the Crater region. The first industry action groups may form around health care, logistics, and/or manufacturing, and will be industry-led.

***Collaborate with partners in economic development to discover specific workforce needs of regional businesses.***

The WDB will work alongside the chamber of commerce and other partners to cast a wide net in learning about businesses' workforce needs. A questionnaire will be designed to solicit feedback around businesses' awareness of workforce system resources, occupational supply constraints, insights into why constraints exist, potential solutions and businesses' willingness to co-develop actionable responses. This effort will initially be launched within a sample of the target industries, e.g. health care, logistics, and manufacturing. Ultimately, this effort will be expanded to engage firms in all targeted industries.

***Develop an inventory of industry relevant credentials and certifications.***

Based on the workforce needs of target industries – gathered through secondary and primary data – the WDB will create a list of relevant credentials and certifications needed by workers to compete for job openings. This list will be “cross-walked” to regional training providers to discover where training can be accessed and evaluated

against the Eligible Training Providers List (ETPL). As applicable, providers not included on the ETPL will be researched and potentially encouraged to apply for eligibility. If program gaps are discovered, the WDB will drive a collaborative dialogue with appropriate partners to discover the feasibility of developing new programs at the secondary and postsecondary levels.

***Establish customized training programs to accelerate the transition from military to civilian workforce.***

Working with Fort Lee and regional businesses and training providers, the CRWDB will identify bottlenecks in the transition from the military to civilian workforce for local veterans. Based on what is discovered, new programs may be developed specifically to capitalize on the technical skills of exiting veterans and to minimize barriers to transferring these skills into the civilian sector. For example, veterans with the technical skills and experience to perform in the civilian sector as logisticians, supervisors of mechanics, and truck drivers may lack the relevant credentials to work in the civilian sector despite having established technical expertise – system partners will prioritize the design and deployment of training programs intended to fast track these workers into gainful employment.

***Pilot career pathways initiatives aligned with target industries.***

Initiatives will be led through sector-based partnerships and designed to bolster the pipeline of talent that supports the target industries. The intent is to pilot an initiative specific to one industry, learn from this pilot, and apply lessons learned to replicate the approach in other industries. The CRWDB will identify key occupations, the levels and types of training and education required to attain these occupations, the regional

availability of relevant training and education programs, and occupations that cluster around key occupations based on knowledge, skills, and abilities required. Pathways between occupations will be highlighted and linked to different points along the training and education continuum. These data will provide a foundation for the industry action group to consider when forming partnerships, identifying opportunities to leverage resources, and coordinating activities that stem from opportunities.

***Design and implement a soft skills training program.***

Curriculum aimed at developing such skills as communication, teamwork, problem solving, and time management will be integrated into career services' offerings. Lesson modules may be delivered both virtually and/or in-person in small group settings, as applicable. Virtual modules will be made accessible for jobseekers to complete from their own space or at computer workstations located in the job center or at partner sites. Group-based modules will be regularly available at the job center and rotated across partner sites. Successful completion of this program may become a prerequisite for enrollment into certain career services.

**Goal: Continuous Improvement**

Strategies to fulfill this goal are integral to the successful execution of all strategies, and in turn, the fulfillment of all goals. They are tied to the mission in a way that we can evaluate our operations and impact. From a mission-driven view, we will capture business intelligence around our operations and isolate what is working from what is not working. From this assessment, we can apply continuous improvement practices and standards to optimize what is working and to create major improvement opportunities for what is not working. The region will take labor market data to understand skills gaps

for the most in-demand, critical occupations and strategically focus on closing the skills gap for the workforce. The service model will include gap-closing strategies for persons with disabilities and other barriers to employment. Gaps in the operations side can lead to waste in the system. The region can create gap-closing strategies to incrementally and continuously improve operations.

## **ADDITIONAL STRATEGIC ELEMENTS**

### **Initiatives addressing a regional vision for workforce development**

The regional vision for workforce development can be found in the Vision & Goals section of this strategic plan. Strategic objectives and initiatives for address this vision can be found in the Strategic Intent section.

### **Protocols for planning workforce strategies that anticipate industry needs**

The Workforce Demand Analysis contains forecasts of industry employment, education, and training needs. Data on industry needs were presented and discussed during the regional convening session on December 6<sup>th</sup>, and informed the development of workforce strategies.

### **The needs of incumbent and underemployed workers in the region**

Analysis of the needs of incumbent and underemployed workers in the region is included in the Workforce Demand Analysis and Workforce Supply Analysis sections of this plan.

**The development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships**

Partners and guidelines for forms of on-the-job training, including registered apprenticeships, are discussed in the Service Delivery System, Collaborative Strategies, Youth Services Provided, and Collaboration with the Community Colleges sections of this plan.

**The setting of standards and metrics for operational delivery**

The setting of standards and metrics for operational delivery is discussed in the Continuous Improvement goal and related strategy and strategic objectives, and well as the Performance section of this plan.

**Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system and the generation of new sources of funding to support workforce development in the region.**

Alignment of resources is discussed in the Alignment goal and related strategy and strategic objectives, Service Delivery System, and Economic Development Collaboration sections of this plan.



## **LOCAL WORKFORCE DEVELOPMENT SYSTEM ELEMENTS**

### **PROGRAMS/PARTNERS OVERVIEW**

#### **Service Delivery System**

##### ***Workforce Centers***

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, retained the nationwide system of one-stop centers, which directly provide an array of employment services and connect customers to work-related training and education. WIOA authorizes the establishment of at least one comprehensive one-stop center in each local workforce area with the following required partners being co-located; WIOA Title I (adult, dislocated worker & youth formula programs), Wagner-Peyser Act (employment services) Adult Education & Literacy Act (programs) and the Rehabilitation Act Title I (programs).

In order to achieve the organization's objectives, the Crater Regional Workforce Development Board (CRWDB) operates two (2) workforce centers in the region. These centers deliver a wide variety of (adult, dislocated worker & youth) services to job seekers and employers. In addition, CRWDB and its partners have the capabilities to deliver services to individuals and employers in the field or at partner locations.

Currently, the Crater Local Workforce Development Area<sup>15</sup> (LWDA-15) has one (1) Comprehensive One-Stop Center, a site located at the Southside Virginia Education Center, 1300 Greenville County Circle, Greenville County, Virginia, a campus style site that serves the Emporia/Greenville and surrounding rural areas. The area's second (2<sup>nd</sup>) Center is located in the City of Petersburg and,

since 2000, has operated as a satellite/affiliate workforce center, serving primarily Petersburg, Colonial Heights, Hopewell, Southern Chesterfield and surrounding areas.

The Greenville/Emporia (campus style) Comprehensive One-Stop center site that houses the mandated partners and others provides the WIOA required services primarily to the County of Greenville and to the City of Emporia. As Greenville/Emporia borders several WIOA areas, for those customers living outside Crater Workforce Area 15 and requesting services by area 15, a waiver is requested and must be approved by Crater Workforce Board's Executive Director before WIOA funds can be obligated and spent for services. If customers are visiting and/or determined to be eligible for WIOA services, they can take advantage of the WIOA basic services and/or if deemed WIOA eligible can receive the individualized career and training services of the comprehensive one-stop center as required by WIOA.

To comply with a prior granted and approved designation for a comprehensive one-stop workforce center in the City of Petersburg, the Crater Regional Workforce Development Board has currently put in motion a plan to develop an integrated comprehensive one-stop career center in the City of Petersburg. Presently, the Board (Administration) is working in close partnership with the Virginia Employment Commission, Adult Education and Literacy and the Department for Aging and Rehabilitative Services, on the location, layout and design of a comprehensive one-stop career center site at 22 West Washington Street, Petersburg, Va. Since the new Act (WIOA) eliminates the stand-alone Wagner- Peyser Employment Services and require such services now be

provided alongside WIOA partner programs within the one-stop career centers...it is essential at this time for the Workforce Board, VEC and the other mandated WIOA partners to embrace this undertaking which ensure compliance with the act; in addition this will improve access to comprehensive services in the Crater Region. If the site at 22 West Washington Street does not finalize, then the Workforce Board, VEC and partners are committed to converting the existing Petersburg satellite/Affiliate Center at 114 N. Union Street, to a comprehensive one-stop career center. The goal is to have a developed and functioning comprehensive one-stop career center in the City of Petersburg by June 30, 2017. 2) Insert proposed modification 2 here.

The Petersburg comprehensive site will provided services to the Tri-Cities (Petersburg, Colonial Heights & Hopewell), the Counties of Southern Chesterfield, Prince George, Dinwiddie, Sussex and Surry, and the remainder of workforce area 15 if needed and doable. The proper design and operation of this center with sincere commitment, cooperation, coordination and collaboration among all partners, will allow for a needed enhanced and streamlined operation. The opportunity to integrate the intake, case management and reporting; plus partners sharing in the funding of services and infrastructure costs will also allow for a more efficient and effective one-stop delivery system.

All Crater Area 15's comprehensive one-stop career center(s) with co-located WIOA mandated partners are required to provide the following array of integrated programs with employment services and connect customers to work-related training and education.

***How the WDB meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs***

There is an annual fiscal and program monitoring review conducted on each contractor and One-Stop Center. The annual review includes but is not limited to, an on-site and desk review. Attached are the monitoring policy and applicable tools used by the WDB staff. In addition, there is an independent A-133 Audit performed annually on the financials and programmatic activities.

***A description of the WDB's contract management process, to include the process for transitioning service providers and contingency plans for unforeseen termination of service provider agreements***

MOUs and contracts are designed with stated benchmarks and agreed outcomes that are required to be met. The WDB routinely reviews the progress of the procured service provider in determining if the agreed outcomes are being met in order to continue the services. All agreements include an out clause for providers that are either not meeting the performance standards or not in compliance with the contract.

***How the WDB conducts business in accordance with the Sunshine Provisions of WIOA***

The Board will conduct business in accordance with the Sunshine Provisions of the Workforce Innovation and Opportunity Act by providing public notice of all WDB meetings, events, and business plans for public input and comment; public notices are accomplished via postings in local newspapers, cable public access channels, and email listserv notifications. This information is also made available via the

WDB's website ([www.learntoearn.org](http://www.learntoearn.org)) 3) (insert proposed modification 3 here); in addition, all information for public notice

is also given to each local jurisdiction of the LWDA-15 for posting to its respective website.

## **COLLABORATIVE STRATEGIES**

This section provides a description of how the Crater WDB will work with entities carrying out core programs:

With the development of a comprehensive one stop career center that houses WIOA and other partners operating integrated programs and services. This type of system will allow for the expanded access to employment, training, education and supportive services for eligible individuals

CRWDB staff and Career Center Staff will network throughout the community with groups such as Community Colleges, Community-Based organizations, various business groups, educational systems, DSS, Vocational Rehabilitation, the Small Business Center, Chambers of Commerce and Technology Development Center and others to stay informed of services available to both job seeker and business customers.

Through Career Centers, job referrals of qualified candidates are made to employers. Job seekers without adequate skills can benefit from Individual Training Accounts, On-the-Job Training, short-term training and other occupational skills training. Our training focus has shifted to short term trainings that result in industry-recognized credentials. All customers who come to the career centers will be co-enrolled in Wagner-Peyser and

WIOA Title I Adult services as eligible. A co-enrollment policy will be developed by CRWDB and provided to all Career Centers.

*One of Crater Area's local jurisdictions (Greenville County) has been approved as a national Work Ready Community Certification. The CRWDB will like to engage with the remaining eight local jurisdictions to explore the opportunity of obtaining such certification. The basis of this certification is the Career Readiness Certificate (CRC). CRWDB has strongly promoted the CRC to all career center customers. Those receiving Adult/DW training services are strongly encouraged to take the CRC.*

CRWDB will work with the standing youth committee and the education system on the development strategies for the implementation of Career Pathways in the Crater Region.

## **BUSINESS SERVICES**

Crater WDB has developed a business services model and thereby established a Business Service Team (BST) whose primary goal is to provide a seamless, unified front to engaging the business community. The BST has developed and agreed to a "Standard Operating Policy for Single Point of Contact" and protocols to be followed by all of the region's workforce entities when engaging the region's employers. (See attached). The Team has also developed a "Shared Vision Statement" (see attached).

The WDB has also developed a MOU between the Board and BST which identifies the purpose of the agreement, authority, roles and responsibilities of the Crater BST (see attached). Also, our local area has developed a draft of a Crater Regional Business

Services “Business Plan”, a plan that incorporates a “Marketing Plan” within the overall document (see attached).

The WDB believes that the developed and attached documents provide the detailed description of the strategies and services that will be used in the Crater area as related to business services. In addition to our business plan, we believe the development and opening of the currently planned integrated comprehensive one-stop center in the City of Petersburg, with full commitment and cooperation from the WIOA mandated partners, especially the Wagner-Peyser program, the integrated planning and services will strengthen linkages between the one-stop delivery system, the UI programs and other workforce development services.

### ***Local WDB Support of Strategy in State Plan***

The Board of Crater Local Workforce Development Area-15 has designated itself as the "regional convener" for the Crater region. In doing so, the Board understands that it shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. The Board has plans to create a Convener Task Force (CTF) that includes Crater area top policy makers (local governments, school systems, economic development organizations, businesses and other critical stakeholders) who will provide subject matter expertise and be a guiding resource to the local board.

In addition, the Crater Local WDB is committed to supporting the State strategies identified in the Combined State Plan. The Board, and use of its Convener Task Force and the Business Service Team, together will plan and continue developing improved strategies for implementing the State 's following goals to:

- Increase business engagement and deliver value to our business customers.
- Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.
- Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia’s economy and strengthen Virginia’s regions.
- Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression.
- Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve.

Staff in each of our centers serve all customers and provide Wagner-Peyser, Adult, and Dislocated Worker services, and provide information regarding unemployment insurance. Staff conducts EAls and designated staff delivers REA services. The DWS Regional Specialist offers periodic on-site training, group training, and disseminate updated procedures via e-mail concerning UI.

The Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472.1 states that the Local WDB generally serves as the “regional convener” and that each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. ~~VBWD Policy 13.01 Business Service Requirements for Local Workforce Development Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers, and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer’s outcomes and satisfaction with the workforce system through Business Services Teams.~~ 4) Insert proposed modification 4 here.



## **ECONOMIC DEVELOPMENT COLLABORATION**

The CRWDB will identify/align with regional Economic Development Office (EDO) targeted industry sectors and support such sector businesses (new and existing) in a variety of capacities as allowed with WIOA funds.

- i. Provide support to regional EDO to conduct a labor market analysis: data including economic trends in the region, growth projections in targeted sectors, a competitive wage analysis based on local labor supply, analysis of training gaps/gluts and staffing patterns showing critical occupations and job listing information.
- ii. Work with ED partners to develop industry sector strategies to help shape the training pipeline and ensure steady supply of critical skill occupations (emphasis on business services vs job seekers)
- iii. Work with regional EDs to leverage WIOA funds to establish strategic partnership with specific employers in key sectors
- iv. Develop an OJT program that reimburses employers for hiring and training new, less experienced hires (Arapahoe MATCH program).
- v. Job Fairs - partner with regional EDO and other workforce pathway partners to actively host job fairs for specific new or expanding area employers in targeted industries/industries that pay sustainable (area median wage or above) wages to support workforce intake and meet target sector employer demands/needs;  
Virtual Job Fairs (<http://careersourcebrevard.com/businesses/ramping-uprecruiting/virtual-job-fairs>)

- vi. Develop a routine dialogue/ED standing committee/conference call to understand new opportunities and discuss existing and new industry workforce issues, demands, skills and necessary capacity and ways the WDB and ED partners/regional EDOs can work to address collaboratively

The CRWDB will promote entrepreneurial skills training and microenterprise services by partnering with the Virginia Small Business Development Corporation Network (SBDC) and other such partners as the U.S. Small Business Administrations and the local universities who are affiliated with SBDC. The CRWDB in partnership with the SBDC will assist with providing the following services: one-on-one counseling, mentoring & peer-to-peer, training, workshops, conferences information resources, web-based assistance, contracts and connections. The coordination of workforce development programs and economic development will be achieved by developing additional funding streams, grants, etc. to fund targeted job training and creation efforts of more programs. Also establish more outreach directly to the business community to evaluate their needs and determine clusters where training programs could be created.

## **ONE STOP SYSTEM**

**How the LOCAL WDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers**

The CRWDB will work closely with local employers and industry associations to determine industry outlook, skills gaps and employment needs in the region. The

CRWDB in collaboration with the One Stop Operator and One Stop Manager will seek out providers with the necessary expertise to meet the needs of the One Stop Customers. Through direction of the CRWDB, the One Stop Operator will conduct ongoing evaluation of its providers and customers to ensure the highest level of workforce development services for the Crater Region. This may include partner meetings, customer service surveys and integration of input from outside sources.

**How the LOCAL WDB will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.**

The One-Stop Delivery system will utilize relationships in individual communities to ensure access to services. The current site in Petersburg is transitioning to a full service comprehensive center to meet the demands of the region. Currently the Emporia site is designated as the comprehensive One Stop Center and the Petersburg site as an affiliate. The site in Petersburg is transitioning to become the One Stop Comprehensive Center, while the Emporia site will be an affiliate site. The highest concentration of utilization is in the tri-cities area that includes the Cities of Colonial Heights, Hopewell, and Petersburg, resulting in the need for a comprehensive One Stop Center located in the Tri-cities. Through MOU's and partnership agreements, One Stop services can be provided in remote areas through technology and on-site staff services when required. Through the CRWDB partnership with Surry County, access to computers and classroom space is accessible to residents through the Surry County Training and Employment Center.

**How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*) 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**

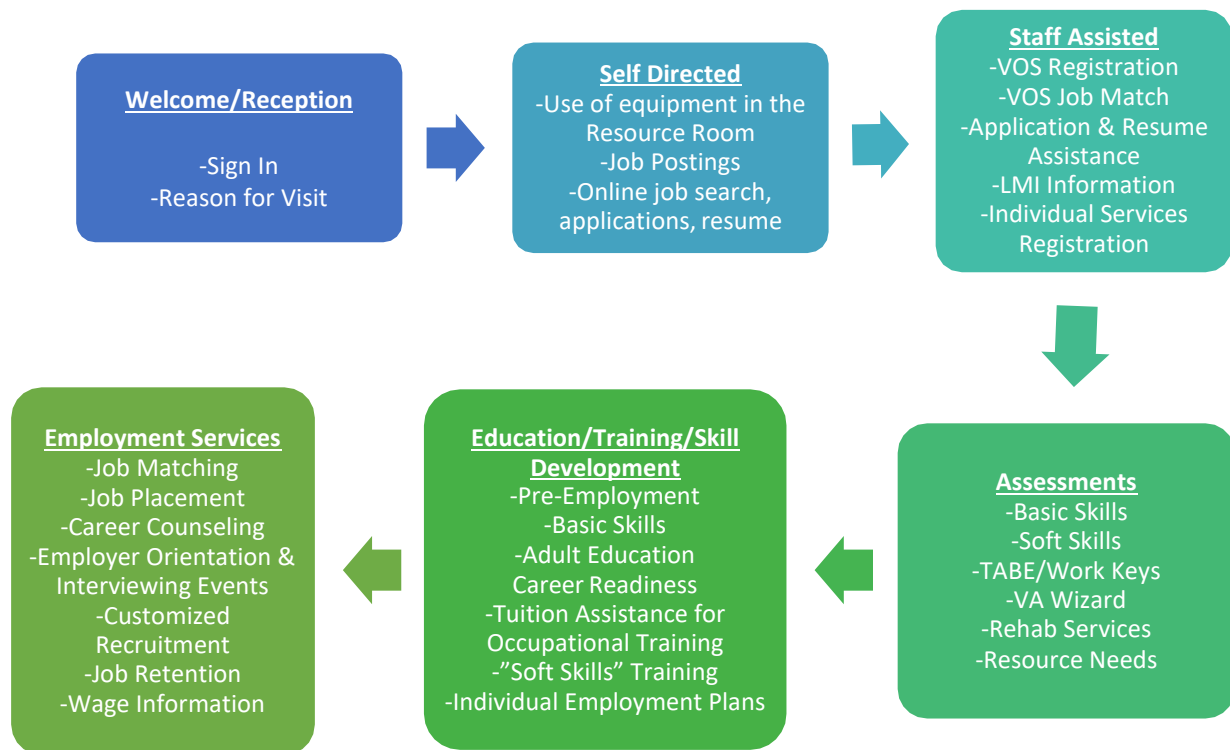
The CRWDB One Stop Centers and affiliate sites currently meet the ADA requirements. The CRWDB will continue to adhere to required local, state and federal policies related to provision of services regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. The One Stop Operator and One Stop Partners will be provided an electronic copy of the WIOA guide for disabilities sec. 188. Staff training will be provided as needed to address current and future concerns with accessibility to One Stop Services programs and services.

**Roles and resource contributions of the one-stop partners**

The CRWDB will maintain a Comprehensive One Stop Center located in the Tri-cities area of the region based on the current demand for services. CRWDB One Stop System seeks to align workforce, education, and economic development. The CRWDB One Stop Center that emphasizes partnerships and strategies that will provide job seekers and workers with career services in education, training, and employment. The system will assist businesses in securing skilled workers that will meet employment

demands and provide access for education and training to their current workforce to maintain employment.

Success will be accomplished through a system of integrated services relying heavily on the expertise of the partners within the One-Stop Center and elevated by input from key stakeholders.



- **Welcome/Reception:** The Welcome/Reception Desk is located at the entrance of the Center and is the initial point of entry for customers seeking services. The customer is welcomed to the center, signing in and stating their reason for the visit. Staff will provide an overview of available services in the Center.
- **Self-Directed Services:** The customer is provided information regarding Basic Career Services in the resource room including use of computers, ability to fax

and make copies of resumes, job search, and apply for jobs on-line. A video monitor is located in the Center providing information regarding WIOA services, job events, upcoming workshops, and available services in the Center.

- **Staff Assisted Services:** Customers can receive staff assisted services in the resource room. Wagner-Peyser services include: Provision of Labor Market Information (LMI), assistance with VOS Registration, Job matching, Assistance with completing applications and posting resumes. Customers who request individual career services beyond basic career services can complete a One Stop Initial Individual Interest (III) Registration form.
- **Assessments:** Initial Individual Career Services include Basic Education, Employment and Career Assessments. Additional vocational rehabilitation assessments & evaluations will be provided through the Department of Aging and Rehabilitative Services (DARS) staff.
- **Education/Training/Skill Development:** Customers who are in need of Adult Basic skills, Education and a GED certificate will be provided adult education services & testing on-site. Career Readiness training is available through One Stop Center partners. Customers can be provided tuition assistance in education and training programs that will lead to occupations in high demand, high growth employment in the Crater Region. Customers develop Individual Employment Plans (IEP) in coordination with the WIOA Case manager illustrating their training and employment needs and goals.
- **Employment Services:** Employment services are offered at every level of the One-stop delivery system. Job search and job matching begins when the

customer enters the Center. As part of the Individual Career Services, customers receive career counseling, assistance with job placement, and job coaching primarily led by the WIOA case manager but in collaboration with the One-stop partners. Customized recruitment and job events are led by business/employer partners with use of One-stop facilities for orientation and interviewing sessions. Job retention is achieved by providing supportive services through co-located partners as well as external partners. Wage information is documented through the employer, VAWC, VEC and WIOA staff in collaboration.

**Services provided by each partner mandated by federal and state law, and other optional partners**

***CRWDB Mandated One-Stop System Partner-Programs***

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Crater Regional Workforce Development Board (CRWDB)
- WIOA Title II Adult Education and Literacy Act Programs administered by Southside Programs for Continuing Education (SPACE) - Provide services as mandated under Title II Adult Education and Literacy Services. SPACE provides comprehensive assessments of reading, math and language skills, basic skills instruction, high school equivalency instruction, English language acquisition for English language learners, workforce preparation activities, integrated education and training, and customized workplace classes.
- WIOA Title III Wagner-Peyser Act employment services administered by Virginia Employment Commission (VEC)

- WIOA Title IV Rehabilitation Act programs administered by Department of Aging and Rehabilitative Services (DARS) - provides the One-Stop with screening and assessments for clients that are referred with known or unknown disabilities. They have also provided guidance to increase Universal Access to customers.

***Other CRWDB One Stop System Partner-Programs***

- ***Crater District Area on Aging*** – Provides offsite services to participants that are 55+ years of age for Worker Employment and Training Programs under Title V of the Older American Act.
- ***John Tyler Community College/Community College Workforce Alliance*** – Provides offsite and onsite services to participants including Occupational Skills instruction, arts and sciences transfer programs, consulting services, assessment for and awarding of the Career Readiness Certificate, Rapid Response program services, Apprenticeship Related Instruction and program administration, Adult Career Coach and Experiential Learning Coordinator services, Financial aid assessment assistance and educational resources for degree/certification programs.
- ***Southside Virginia Community College*** - Provides offsite services to participants including Occupational Skills instruction, arts and sciences transfer programs, consulting services, financial aid assessment assistance, and educational resources for degree/certification programs.
- ***Department for the Blind and Vision Impaired*** –Provides offsite services to individuals who are blind, deafblind or vision impaired and consultation service to the One-Stop centers for accessibility.



- **AARP** – Provides offsite screening for appropriateness for either Title V Senior Community Service Employment Program (SCSEP).
- **Bon Secours** – Provides off-site health screenings, immunizations to the uninsured, and enrollment into FAMIS for eligible individuals.
- **Crater Planning District** – Provides off-site consultation services to the CRWDB.
- **Department of Social Services (DSS)** – Provides on-site and offsite supportive services to participants receiving Temporary Assistance for Needy Families (TANF), Virginia Initiative for Employment not Welfare (VIEW), Supplemental Nutrition Assistance Program (SNAP) and SNAP Employment and Training (SNAP ET), Medical Assistance, and Child Care and Transportation. There are eight DSS sites located in the Crater Region.
- **Moving Forward Agency (MFA)** Provides consultation services, job readiness training, tuition assistance, and employment services under the Learn to Earn, Inc. grant funded programs.
- **Pathstone** – Provides on-site services to older individuals that are 55+ for intensive and training services.
- **The Improvement Association** - also operates the Community Service Block Grant Program- Provides eligible individuals with emergency services to avoid evictions. Provides childcare assistance to eligible individuals and Emergency-housing assistance.

- **Job Corps**— Provides off-site services to individuals between the ages of 16-24. Provides training and job placements for eligible participants and provides a staff person onsite at the One-Stop Center one day per month.
- **VA Cares**— Provide offsite services to ex-prisoners to solve the multiple problems associated with re- entering society. Virginia Cares works one-on-one with clients to teach employment motivation, anger management, money management, consumer education, and life planning.

### **The Virginia Workforce Center Operator for each site in the area**

The One-Stop Operator shall be responsible for ensuring that all one-stop centers are operated in accordance with standards established by the CRWDB and are in compliance with WIOA, VCCS, CRWDB policies, procedures, and performance goals as established in the region's strategic plan.

The One-Stop System Operator will operate/manage the one-stop system and deliver career service activities to adults, dislocated workers and youth.

All WIOA funded services must be delivered in accordance with WIOA rules and regulations, guidance from US Department of Labor, the State of Virginia and policies set forth by the CRWDB.

The One-Stop System Operator will be responsible for ensuring that the mandated services are incorporated in the Memorandum of Understanding (MOU) are being delivered, tracked, and reported to the CRWDB as required.

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

~~The CRWDB Comprehensive One-Stop Center is located at 114 N. Union Street, Petersburg, Virginia 23803.~~ 5) Insert proposed modification 5 here. The Center is located in the Tri-Cities area of the region, within close proximity to the Petersburg Transit System. The Petersburg location has the highest customer demand for the region. The mandated partners/programs including WIOA Adult, Dislocated and Youth Formula programs, Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitative Services will have offices/cubicles in the One-Stop Center. Any additional partners/programs that support the goals and objectives of the CRWDB One-Stop Center may be provided an opportunity to have office space/cubicles located within the Center. All programs, activities and services will be coordinated and managed by the One Stop Center Manager who will have an office space within the Center. The One Stop manager along with the partners will develop a Policy and Procedure Manual for the One Stop Center. The One Stop manager will hold scheduled meeting to discuss any issues or concerns related to the operation of services and activities in the Center. The goals and objectives of the Center will be developed in collaboration with the CRWDB and directed by the CRWDB Strategic Plan. One Stop Partners will provide services in an integrated One-Stop System through a Universal Intake and Orientation Process, Assessment Team Planning, and coordination of available partner employment and training resources.

**If applicable, the locations of Virginia Workforce Network affiliated sites, partner sites or specialized centers**

The CRWDB Affiliated Site is located in the Southside Education Center at 1300 Greensville County Circle Emporia, Virginia 23847.

**Process used to ensure that staff receive continuous training in workforce development practices**

The CRWDB will make available to the One Stop Operator workforce development training resources and opportunities to provide continual improvement in the service delivery system. The CRWDB will encourage participation in CRWDB and One Stop Center partner training opportunities that will increase insight and understanding of the skills needed to increase success of its customers. The CRWDB will require the One-Stop Operator to provide ongoing evaluation of processes, programs, and services to ensure high quality delivery to its customers.

The CRWDB welcomes and support efforts made by VCCS to increase workforce development training opportunities for staff in the enhancement of service delivery to the One Stop Center customer.

**Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services**

The CRWDB will require the One Stop Center Operator and VAWC users to participate in scheduled webinars, meetings, and on-site training opportunities through the VAWC provider, GeoSolutions, VCCS, and other VAWC related resources to increase

knowledge and use of the system. The One Stop Center Operator/WIOA manager will be required to provide internal monitoring of individual case files, VAWC reports, and oversight of operations, policies and procedures to ensure adherence to system of record and data entry requirements.

**Process to measure staff performance and delivery of high-quality customer service**

One Stop Center Operator/WIOA Manager will monitor staff performance and delivery of high quality customer service through ongoing evaluation of service goals and through annual employee evaluations. Customer service surveys and staff meetings will assist in continual improvement.

**Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 10-01**

The CRWDB will maintain guidelines established by the State of Virginia WIOA administrator, Virginia Community College System (VCCS) in the requirement of Workforce Development Certification of Staff.

Staff will be required to attend and participate in VCCS Annual workforce development meetings, authorized webinars, and on-site and off-site training events that are geared to enhancing workforce development skills.

**ADULT & DISLOCATED WORKER SERVICES PROVIDED**

This section provides a description and assessment of the type and availability of adult and dislocated worker employment and training activities.

**Access to and delivery of career services (basic, individualized, and follow-up)**

In compliance with Federal, State and Local WIOA policy in reference to the One Stop Center, CRWDB will provide Universal Access to customer centered, job driven Basic Career Services, Individualized Career Services, and Follow-up. Services and Activities will be provided in any order based on the career needs of the customer and local priorities, during regular business days and hours and will include non-traditional hours based on customer demand, resources, and access strategies.

**Basic Career Services include:**

- Client intake, and orientation to Virginia workforce system services
- Initial needs assessment and evaluation of work history and educational attainment
- Registration in the Virginia Workforce Connection
- Labor exchange services, such as job search and job placement assistance
- Basic job search assistance, including resume writing and interview skills
- Labor market information
- Information on available supportive services
- Assistance through trained and available staff, either onsite at a one-stop career center or by telephone or other technology, on filing unemployment compensation claims
- Staff-supported assistance in resource rooms
- Referrals to other programs and services available through the one-stop system

Individualized career services will be more comprehensive and tailored to the individual customer needs. These services will include comprehensive skills assessments, career planning, and development of an Individual Employment Plan that outlines the needs and goal of successful employment.

Adults and dislocated workers will access career services and available training services. Training will be provided through our region's Eligible Training Provider List (ETPL) which is comprised of entities with a demonstrated capability of training individuals to enter quality employment. We will focus on the region's top in-demand high growth industries such as Healthcare, Manufacturing, Logistics and Warehousing, etc.

Adults and dislocated workers that receive services through our one-stop system will receive the service(s) needed to help meet his/her employment and career goals. They will not need to follow a fixed sequence of services that may not be necessary to meet his or her needs.

When one-stop center staff determines that individualized career services are appropriate for an individual to obtain or retain employment, these services will be made available to the individual through our one-stop system. Center staff will be able to use recent previous assessments by partner programs to determine if individual career services would be appropriate.

**Individualized Career Services include:**

- Comprehensive and specialized assessments of skill levels and service needs
- Development of an individual employment plan and information on available training and training providers
- Assistance in establishing eligibility on non-WIOA financial aid for employment and training programs
- Group and individual counseling
- Career planning services (case management)
- Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and work experiences linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, etc.
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs

**Follow-up Services are:**

- Counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.



**Business Services:**

- Certain career services, such as labor exchange services and labor market information, will be made available to business and industry customers as part of the region’s business service strategy. The Virginia Workforce Connection is the Commonwealth’s official labor exchange system. CRWDB and business service teams will identify specific strategies employed to ensure business customers receive these services.

**Definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals**

The CRWDB will follow the local area poverty guideline to address the definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals.

**Definition of hard-to-serve populations with additional barriers to employment**

The CRWDB will follow the local area’s Priority of Service Policy to address the definition of hard-to-serve populations with additional barriers of employment.

**Rapid Response Coordination**

The WDB and regional Rapid Response team will engage in direct and deliberate communication on no less than a monthly basis for the primary purpose of discussing relevant activity in the region for their shared objectives. At minimum, this meeting will involve the WDB Executive Director and the Central Virginia Rapid Response Coordinator. Other participants as deemed appropriate by either party for that particular

month's topic(s) may also preside (e.g. other workforce development agency partners within the network, etc.). Priority agenda items for the monthly meeting will follow the format of, but not limited to: 1) Review of most recent Rapid Response activity in the region, a) follow-up of Dislocated Workers and response rate, assistance received and progress/outcomes, b) successes/businesses' (specific) involvement; 2) Recent workforce trends/fluctuations (if applicable); 3) Health of business/industries, a) early indicators/warning signs b) updates; 4) Outreach needs; 5) Other/miscellaneous; 6) Suggested actions; 7) Wrap-up. Next steps to follow will be determined accordingly and noted upon wrap-up before dismissing from each month's meeting

## **YOUTH SERVICES PROVIDED**

### **The local area's strategy for ensuring the availability of comprehensive services for all youth**

LWDA XV will contract with a Youth Services Provider that will provide a comprehensive year-round in-school and out-of-school youth program for eligible youth in the region that is designed to provide: activities leading to the attainment of (i) a secondary school diploma or its recognized equivalent, or a recognized postsecondary credential; (ii) preparation for postsecondary educational and training opportunities; (iii) strong linkages between academic instruction (based on State academic content and student academic achievement standards established under section 1111 of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 6311)) and occupational education that lead to the attainment of recognized postsecondary credentials; (iv) preparation for unsubsidized employment opportunities, in appropriate cases; and (v) effective

connections to employers, including small employers, in in-demand industry sectors and occupations in the region and regional labor markets. Services will be available to eligible residents of each locality in the region.

While WIOA does not require local programs to use youth funds for each of the program elements; CRWDB, when appropriate, will leverage partner resources to provide some of the readily available youth program elements through agreements with partner resources. When available, CRWDB will also partner with existing federal, state and local entities to provide program elements at no cost to the region's youth program. CRWDB will ensure that these program elements are closely connected and coordinated with WIOA youth program activities.

**How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA**

The CRWDB assigned the function of competitively procuring youth service providers to the standing Youth Committee. A Request for Proposals (RFP) is the methodology for the identification and selection of a successful services provider of youth activities. Proposals are reviewed and evaluated by members of the WDB Standing Youth Committee. Authority for the selection of a youth services provider was given to the standing committee by the WDB.

Through the RFP process a Youth Services Provider will be selected that can demonstrate that it can deliver the required 14 Youth Program Elements. Staff of the WDB, VCCS, and other partners will provide technical assistance. Members of the

Standing Youth Committee will provide monitoring and oversight of the youth program to ensure compliance with WIOA regulations.

Where the CRWDB determines there are an insufficient number of eligible youth providers in the local area (such as a rural area) the CRWDB may award contracts on a sole source basis.

Youth service providers will be procured by CRWDB in accordance with the Uniform Guidance at 2 Code of Federal Regulations parts 200 and 2900, in addition to applicable Virginia and local procurement laws.

When appropriate, the region's grant recipient/fiscal agent may exercise the option to provide some or all of the youth workforce investment activities directly rather than entering into a contract to provide activities. This option will allow the CRWDB to directly provide WIOA youth program elements that we can most efficiently and cost-effectively provide, such as labor market and employment information and framework services including assessment, intake, supportive services, and follow-up services.

In order to support the attainment of a secondary school diploma or its recognized equivalent, entry into post-secondary education, and career readiness for participants, the Youth Service Provider will provide activities and services consisting of the following 14 WIOA Youth Program

Elements:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to the completion of the requirements for a

- secondary school diploma or its recognized or for a recognized postsecondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
  3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences.
    - a. Summer employment opportunities and other employment opportunities available throughout the school year;
    - b. Pre-apprenticeship programs;
    - c. Internships and job shadowing; and
    - d. On-the-job training opportunities;
  4. Occupational skill training, which included priority consideration for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations in the local area involved;
  5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
  6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
  7. Supportive services;

8. Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation;
9. Follow-up services for not less than 12 months after the completion of participation;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling , and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

Members of the Standing Youth Committee will provide monitoring and oversight of the youth program to ensure compliance with WIOA regulations.

**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**

The CRWDB, Youth Standing Committee and the Youth Services Provider will ensure the 14 WIOA Youth Program Elements are made available to all youth participants. This does not mean, however, that every youth participant will receive services from all program elements but that the appropriate elements will be provided to assist the youth

to remove barriers and obtain short and long term goals. Specific program services will be provided to a youth participant, based on each participant's objective assessment and Individual Service Strategy (ISS).

In order to enhance individual participant choice in their education and training plans and provide flexibility to service providers, the CRWDB will allow Individual Training Accounts (ITAs) for out-of-school youth, ages 16-24 using WIOA youth funds when appropriate.

Incentive payments to youth participants will be permitted for recognitions and achievements directly tied to training activities and work experiences. They will be tied to specific program goals.

**How the required program design elements will be addressed as part of the development of youth service strategies**

The Youth Services Provider will be responsible for the development of an Individual Service Strategy (ISS) for each participant. The Individual Service Strategy will be aligned with the Workforce Innovation and Opportunity Act 14 Youth Program Elements and Performance Indicators.

The Youth Services Providers will develop and update as needed, an ISS based on the needs of each participant that is directly linked to one or more indicators of performance described in WIOA sec.116 (b)(2)(A)(ii), that:

- identifies career pathways that include education and employment goals;
- that considers career planning and the results of the objective assessment;
- and that prescribes achievement objectives for the participant.

The ISS will be amended/updated when educational or career goals are altered or when the participant's circumstances change.

The ISS will be the basic instrument to document the appropriateness of the decisions made about the mix and combination of services, including referrals to other programs for specified activities.

The Youth Services Provider will meet individually with youth to develop the ISS. The youth will be involved in the whole process of developing the ISS. In order to provide a continuum of services the ISS will be reviewed with participants on a monthly basis. A monthly review of the ISS will not preclude it from being reviewed and revised (updated) more frequently based on changes to the implementation strategy.

**Strategies to identify, recruit and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended**

The Youth Services Provider will have the primary responsibility for the outreach and recruitment of eligible out-of-school youth to meet program goals. The Youth Services Provider will be strongly encouraged to utilize the services of the One-Stop system, local public high schools and alternative schools, local government entities, community organizations, faith-based institutions, Temporary Assistance for Needy Family (TANF) program, foster care and social services systems, public housing communities, libraries, faith-based institutions, Job Corps, Ft. Lee Military Base, post-secondary training institutions community events, social media, print media, electronic media, our youth website P.O.W.E.R. (Promoting Outstanding Work Ethics & Responsibility), and other available resources as mechanisms for the outreach and recruitment of out-of-school youth.



The strategy to retain out-of-school youth will center on the provision of the 14 WIOA Youth Elements, partnerships with organizations that provide wrap-around/support services, innovative workforce preparation strategies, the interaction with caring adults, the availability of employment opportunities, and peer support.

Our effort to ensure that the required percent of WIOA youth funds are expended begins with identifying the percentage expenditure rates in the youth RFP and in the Youth Services Provider's contract. There is also a close monitoring of expenditures by our Accountant/Fiscal Specialist via the reimbursement invoices and documentation submitted by the Youth Services Provider.

**Policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals**

The CRWDB will establish a definition and eligibility documentation requirements for the “requires additional assistance to enter or complete an educational program, or to secure and hold employment” for in-school and out-of-school youth providing such definition and eligibility documentation requirements are not established via policy by the Virginia Board of Workforce Development or its designees.

At the time of eligibility determination, youth will be required to present verifiable documentation indicating that they meet the eligibility requirements for either an in-school youth or an out-of-school youth that they require additional assistance.

The locally defined barriers in the youth require additional assistance policy will not be duplicative of the WIOA in-school and out-of-school eligibility barriers. The CRWDB identified barriers will describe a population of youth who may benefit from WIOA Title I

youth activities but would otherwise be excluded based on eligibility. The locally identified barriers will be clearly defined with specified documentation requirements and implemented with formal board approval.

Youth who do not meet income eligibility guidelines, including appropriate referrals, will be provided information about applicable or appropriate services available through the CRWDB, other eligible providers, and one-stop partners. These services will include, but not be limited to: basic labor exchange services, other self-service activities such as job search, career exploration, use of One-Stop Center resources, and referral as appropriate.

Youth who apply for the program and are not eligible or the local area cannot serve them, will be referred to an appropriate program, organization, or the workforce center. Services for non-eligible youth will be funded through programs authorized to provide services to such youth.

**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**

The CRWDB recognizes that partnerships are essential to the provision of effective youth services including all of the organizations, education institutions, and programs listed above. Our RFP requests that proposers submit proposals in which: (1) partnerships are identified to provide program components; (2) partnerships and collaborations that enhance the capacity to provide services are encouraged; (3)

proposers identify organizations with which they will collaborate to enhance the project design; and that the selected service provider demonstrate that it has diverse public and private partnerships with educational institutions, businesses, community services organizations, and financial institutions.

Further, our LWDB has on-going and long-standing relationships with Job Corps, the registered apprenticeship program under the VA Department of Labor and Industry, our region's offices on youth, community colleges, four-year institutions and post-secondary schools, Youth Build, and other human services organizations. All of these organizations are welcome to provide handouts and electronic communications to and in our workforce centers

We also serve on partners' committees, some local high school Career and Technical Education Advisory Committees in the region and participate in community events. Each partner has access to advertising events and activities in our one-stop centers.

**Efforts taken to ensure compliance with applicable child labor and safety regulations**

The Youth Services Provider's contract states the following: "The Youth Services Provider shall conform to the Virginia Child Labor Laws as contained in Title 40.1, Chapter 5 (Section 40.1-78 et seq.) of the Code of Virginia". The contract also states that the Youth Services Provider's orientation will include an introduction to the responsibilities of the youth and expectations with regard to drug and alcohol use, governing policies, behavior and attendance.

In addition, an orientation will be provided to all work-related supervisors regarding health, safety, and child labor laws. The Youth Services provide will also be required to post the child labor law and safety regulations in places that are visible to participants.

### **Pay-for-performance policy as applicable**

The CRWDB does not intend to have pay-for-performance contracts.

### **SUPPORTIVE SERVICES PROVISION**

Supportive services will be provided to enable individuals to participate in WIOA activities. Once employment and training barriers are identified, the need for supportive services, a component of the assessment process, will be determined and documented in participants' IEPs/ISSes.

Supportive services for eligible participants will include, but not be limited to, the following:

- Linkages to community services
- Assistance with transportation
- Assistance with educational testing
- Reasonable accommodations for youth with disabilities
- Referrals to health care
- Referrals to child care
- Limited assistance with child care on an emergency basis
- Limited assistance with legal services

- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear.
- Assistance with books, fees, school supplies and other necessary items for students enrolled in secondary and post-secondary education classes
- Payments and fees for employment and training-related applications, tests, and certifications.

Child care is not provided as a routine supportive service for adults, dislocated workers, or youth; however, a small amount of funds are available for youth participants for child care emergencies in the Youth Services Provider's contract to use when other forms of child care assistance is not available.

Departments of Social Services and family/friends are the primary resources for child care in our region.

## **TRAINING SERVICES**

### **How the use of contracts for training services will be coordinated with the use of individual training accounts**

Through the one-stop delivery system, adults and dislocated workers that need training are provided Individual Training Accounts (ITAs) and access to eligible training providers and training programs.

**How the Local WDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided**

An ITA will be provided after the adult/dislocated worker staff have interviewed, assessed, developed an IEP/ISS, and a determination has been made that the participant:

- Is in need of training to obtain or retain employment that leads to economic self-sufficiency
- Has the skills necessary to succeed in the requested training
- Has selected a program this directly linked to employment opportunities
- Is unable to obtain or requires assistance beyond the assistance made available under other grant assistance programs, such as the PELL grant

Customers to the one-stop system also have access to the certified training providers in the Virginia Workforce Connection. Training services will be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services.

The board is currently in the process of developing a policy for evaluating and approving training providers. Presently, our area uses the approved training providers list that is on the (State) Virginia Workforce Connection System. If the training provider is on this list, Crater WDB recognizes them as an approved training provider, thus leaving our local board with the review and approval of each respective provider applicant's training curricula. The One-stop Career services staff discusses with participants which training providers are approved and available for his/her requested training needs and allows

the participant to choose which they prefer to train with. All training providers are approved based on training that produces a universally accepted occupational certification for opportunities for employment in high-demand occupational areas.

## **COLLABORATION WITH THE COMMUNITY COLLEGES**

The Workforce Development Board partners with the local community college to provide easy access to workforce-related resources. Students who are enrolled in Adult Education and Literacy activities are given the opportunity to enroll with the local Career Center and explore resources that will help with completing their basic educational needs, furthering their education, and/or pursuing employment. Also, Center staff work closely with the local community college to provide easy access to workforce-related resources. Students who are enrolled in Adult Education and Literacy activities are given the opportunity to enroll with the local Career Center and explore resources that will help with completing their basic educational needs, furthering their education, and/or pursuing employment.

There are two Community Colleges (John Tyler Community College & Southside Virginia Community College) and Community College Workforce Alliance an affiliate of JTCC and J. Sergeant Reynolds that serve the Crater Area 15. These colleges offer a wide variety of Associates Degrees, Diplomas and Certificates. They play a direct role in training existing and new employers for business and industry in the Crater Region. They also play an important role by certifying all career readiness certificates that are obtained in the Crater Area.

Strong relationships also exist with the Career and Technical Education system in Crater region. These relationships were developed as a result of Career Pathways where by any young adults in the CTE Programs are encouraged to continue on for further certification or degree via the community college system.

Through our Crater Area One-Stop Centers, job referrals of qualified candidates are made to employers. Job seekers without adequate skills can benefit from Individual Training Accounts, On-the-Job Training, short-term training and other occupational skills training.

One of Crater Area's local jurisdictions (Greenville County) has been approved as a national Work Ready Community Certification. The CRWDB will like to engage with the remaining eight local jurisdictions to explore the opportunity of obtaining such certification. The basis of this certification is the CRC. CRWDB has strongly promoted the CRC to all career center customers. Those receiving Adult/DW training services are strongly encouraged to take the CRC.

## **COLLABORATION WITH EDUCATION**

WDB staff serves on several local high school Career & Technical Education Advisory Committees in the region. The advisory committees assist with the development and implementation of the Carl Perkins Act funds that the schools receive.

Participants are referred to the Virginia State University Educational Opportunity Centers and Richard Bland College for post-secondary education counseling information relating to college/university admissions, including FAFSA assistance.



Participants are also referred to community colleges and high school adult education and technical education programs within the region.

The WDB also will conduct outreach and recruitment of youth and adults from various alternative school programs in the region.

## **COLLABORATION WITH ADULT EDUCATION AND LITERACY**

The Local WDB will:

- provide information about adult education services in the Crater Region in its one-stop centers,
- refer participants and other customers to adult education classes, training opportunities and GED testing,
- provide space for adult education classes and GED Testing,
- collaborate with adult education to provide classes that include workforce preparation activities and integrated (contextualized) education and training,
- continue to provide adult education students and WIOA participants/customers with access to online instruction opportunities,
- collaborate with partners to provide supportive services for adult education students and WIOA participants,
- continue to support adult education services in the Crater Region among partner agencies and businesses,
- partner with adult education and the community college system to provide participants/students the opportunity to earn a Career Readiness Certificate through Work Keys testing, and

- partner with adult education to help participants/students transition to employment, college or training.

Adult Education will:

- continue to have a representative serve on the local WDB and committee,
- partner with the WDB staff to provide information to instructors and students about services/programs available,
- refer adult education students for services offered by the one-stop system,
- continue to provide staff for classes and GED testing at the workforce centers,
- continue to provide adult education students and WIOA participants with access to online instruction opportunities,
- collaborate with partners to provide support services to students,
- continue to support workforce services in the Crater Region among instructional staff, partner agencies, and businesses, and
- partner with the WDB and one-stop system to help students transition to employment, college or training.

We are also a certified GED testing center. The testing center serves residents within and outside of the Crater LWDA. We coordinate GED testing with the activities in the one-stop center.

The LWDBs are responsible for evaluating the extent to which the eligible applicant's grant activities are aligned with the education and training activities identified in the LWDB's local plan (as identified in Title I, Section 107(d)(11)(A)).

All Title II adult education applications (i.e., AEFLA, C&I, and IELCE) are required to be aligned with all the WIOA LWDB plans within the adult education region. If more than one LWDB is located within an adult education region, the adult education plan will be reviewed by both LWDBs in the region. The LWDB will review the adult education’s application to ascertain the extent to which their application addresses the adult education and literacy needs identified in the LWDB plans. A rating based on a rubric (Appendices G, I, or K), will be assigned by the LWDB indicating the extent to which the applicant addresses the adult education and literacy needs identified in the LWDB’s plan. The rating assigned by the LWDB will be added to the final score on the grant review panel’s rubric.

Use the following rubric when evaluating each application. The score received on this form will be incorporated into the total score on the AEFLA Grant Application Review Criteria and Scoring Rubric for the Grant Review Panel for each eligible applicant.

Criteria Description	Inadequate (evidence of meeting criteria not provided)	Minimal (limited evidence provided, needing additional clarification to meet criteria)	Adequate (general, but sufficient evidence of meeting criteria)	Excellent (concise and thoroughly developed evidence to meet criteria)	Comments
How well does the applicant describe its participation in carrying out activities related to the development and implementation of career pathways in the local area?	0	1	3	5	
How well does the applicant describe its	0	1	3	5	

Criteria Description	Inadequate (evidence of meeting criteria not provided)	Minimal (limited evidence provided, needing additional clarification to meet criteria)	Adequate (general, but sufficient evidence of meeting criteria)	Excellent (concise and thoroughly developed evidence to meet criteria)	Comments
plan for fulfilling its education and training and administrative responsibilities as a One-Stop partner?					
To what extent does the application align adult education and literacy activities with the education and training objectives and activities of the local workforce plan and the One Stop Delivery System, including concurrent enrollment in Title I and Title II programs under WIOA, as appropriate?	0	1	3	5	
How well does the applicant describe its plan and strategies for effectively working with workforce partners identified by the local plan to share resources and contribute to regional education and training efforts, including career pathways programs.	0	1	3	5	
In reviewing this application for the extent to which this application aligns with the local plan, what would be the overall	0	1	3	5	

Criteria Description	Inadequate (evidence of meeting criteria not provided)	Minimal (limited evidence provided, needing additional clarification to meet criteria)	Adequate (general, but sufficient evidence of meeting criteria)	Excellent (concise and thoroughly developed evidence to meet criteria)	Comments
rating for this application?					
<b>TOTAL SCORE</b>					

## **PRIORITY OF SERVICE**

See Attached Policy

## **INCORPORATION OF TECHNOLOGY**

LWDA XV seeks to improve service for customers with the use of technology. We are in the process of transitioning, as much as possible, to an integrated, technology enabled intake and case management system, but because of the lack of funds, the transition is dependent upon resources and formats that are available at no cost to our one-stop system. Such systems include those that are available in the Virginia Workforce Connection (VAWC).

Along with the state mandated use of the VAWC, we use Wagner-Peyser components as a pre-application for WIOA services, assessment tool, resume builder, and job search instrument.

We agree that an integrated intake and case management system will improve customer service throughout their interaction with the one-stop system. It will also allow the collection of information to be done at once while allowing data and information to be shared with one-stop partner programs for their purpose. Currently, an electronic “Common intake” Tool is being piloted at the Petersburg center. The Emporia center is slated to join the pilot project in the near future.

We expect to continue on the path to incorporating an integrated intake and case management system into our One-Stop system with the selected One-Stop operator taking the lead. We will work to develop an agreed upon intake form, consent to release form, and a Memorandum of Understanding with partner programs that will include the

data elements and parameters for sharing information. Meanwhile, we have begun to streamline and eliminate, where feasible, our paper application process by incorporating the existing technology based intake and case management system.

### **EFFICIENT AND EFFECTIVE SERVICE DELIVERY**

In order to provide assurances, coordination, improving of service delivery the CRWDB will write policies, procedures and develop memorandum of understanding among all career center partners outlining all duties and responsibilities. The Board on an ongoing basis will review and monitor the services and activities identified in the agreements by all parties. The establishment of an effective operating comprehensive one-stop career center with the co-locating of Wagner-Peyser program and other partners, operating its programs and services in an integrated fashion will avoid the duplication of services.

### **FISCAL AGENT & PROCUREMENT**

6) ~~Insert proposed modification 6 here. The CLEOs has approved and designated the WDB's non-profit organization, Learn to Earn Inc., as the Grant sub recipient, thus approving it as the fiscal and administrative entity for LWDA-15 and for the receipt and disbursement of all WIOA funds for the Crater Region.~~

~~Crater Regional Workforce Investment Group/Learn to Earn, Inc.~~

~~114 North Union Street~~

~~Petersburg, VA 23803~~

~~[www.learntoearn.org](http://www.learntoearn.org)~~

**The methods and strategies used to ensure timely expenditure of WIOA funds**

The WDB contracts on an annual award basis. Contractors are required to develop and maintain a line item budget for any funding awarded. Monthly reports are submitted to the WDB (Administration) and routinely monitored for appropriate activities, expenditures and request for reimbursement. WIOA Funds are tracked and monitored by allocated funding source (Youth, Adult and Dislocated) using the Local Area's accounting (Quickbooks software) system. Weekly and Monthly reviews are conducted between the Fiscal Officer and Executive Director to ensure adequate levels of expenditure are being maintain under the WIOA guidelines for disbursement. The accounting system is maintained on an accrual basis and funds obligated are tracked monthly to determine if de-obligation and appropriate re-allocations are necessary.

**The competitive process to be used to award the grants and contracts in the local area for activities carried out under WIOA**

The WDB has developed its local procurement procedures from the guidelines of Commonwealth of Virginia's (State) competitive and non-competitive procurement policies for awarding funds, contracts and agreements for activities under Title I of WIOA, to include the solicitation of RFPs, competitive bids and sole source (under special circumstances).

**The strategy used by the LWDB to leverage WIOA funds with other Federal, State, local, and philanthropic resources**

The Crater WDB has been proactive in applying for and receiving some grants support to leverage WIOA resources via its 501C (3) organization, Learn to Earn Inc...



Proposal(s) submission to other federal agencies such as Department of Social Services, and philanthropic resources such as CAMERON Foundation and other charitable foundations and organizations are solicited. The WDB intends to routinely apply for additional grants each year to assist with meeting the needs of the community, emerging workforce and small businesses within the Crater region.

## PERFORMANCE

### CRWDB Performance Measures

The local area will use a negotiated basis level of performance for each youth contractor and one-stop center (adult and dislocated workers). The negotiated basis is derived from VCCS (State) levels of performance outcomes. Based on these negotiated levels, the local board will review and evaluate the actual outcomes performed by each contractor, which implies the degree of impact of the local area.

<b>PY 2016 and PY 2017 Performance Negotiations</b>			
LWDA: Crater Region - 15			
	<b>Virginia - Negotiated Level</b>	<b>LWDA Proposed Level</b>	<b>Negotiated Level</b>
<b>Performance Indicator</b>			
<b>Adults</b>			
Employment 2nd Quarter after Exit	77.0	63.7	0.0
Employment 4th Quarter after Exit	85.0	40.5	0.0
Median Earnings 2nd Quarter after Exit	\$5,500	\$4,621	\$0
Credential Attainment within Four Quarters after Exit	61.0	61.0	0.0
<b>Dislocated Workers</b>			
Employment 2nd Quarter after Exit	83.0	60.5	0.0

Employment 4th Quarter after Exit	85.0	35.0	0.0
Median Earnings 2nd Quarter after Exit	\$7,600	\$6,898	\$0
Credential Attainment within Four Quarters after Exit	64.0	64.0	0.0
<b>Youth</b>			
Employment 2nd Quarter after Exit	63.0	63.0	0.0
Employment 4th Quarter after Exit	60.0	52.3	0.0
Credential Attainment within Four Quarters after Exit	68.0	62.5	0.0

## QUALITY ASSURANCE

A Memorandum of Understanding, or MOU, operationalizes how partners will interact with each other and how they will deliver services in the One-Stop center. The MOU has several requirements that must be included, including how services are provided and coordinated, how services and infrastructure is funded, and the referral methods between partners. MOUs must be reviewed by the local board at least every three years

## PUBLIC COMMENT PERIOD

The Crater Region WDB posted the draft plan on the Crater Region WDB website, [www.learntoearn.org](http://www.learntoearn.org), and promoted review of the plan to stakeholders. The draft plan was available for public comment from January 26, 2017 through February 15, 2017.

## PUBLIC COMMENTS RECEIVED

Two public comments were received during the public comment period, and are posted on the Crater Regional WDB website. All suggestions in the public comments have been incorporated into this plan.

## COMMENT FEBRUARY 13

To: Crater Workforce Development Board

Cc: Chmura Economics & Analytics  
Virginia Board of Workforce Development, Sara Dunnigan  
William Robertson, Chairperson, Crater Elected Officials Consortium

Submitted by: Hopewell/Prince George Chamber of Commerce on behalf of members

February 13, 2017

### Executive Summary

During 2016 the staff of the Hopewell/Prince George Chamber of Commerce met with over 160 member organizations and learned that the majority of the businesses across all sectors are concerned about the quality of our current workforce and the emerging workforce. These results also mirror conversations between local government and employers and regional economic development and employers. This public comment is in support of Section A, item 4 of the new MOU signed by the Crater Elected Officials Consortium.

### Public Comment:

In general we have discovered that the Crater Workforce Development Board members who met on Friday, Feb. 10 and Monday, Feb. 13 agree on the following:

The draft strategic plan is not a document that they support as they do not believe that it is as good as some of the other plans in Virginia and it does not set forth a clear plan with priorities, deliverables, and metrics. We strongly believe that alignment of training with our existing employers current and future needs is a key point for the next 5 years. The document could do this by addressing the need for a business services team, which we believe is essential to creating pathways, employer engagement, increased use of technology; and to seek additional funding to implement proven and promising practices for meeting the needs of employers.

The participants in this discussion are all very interested in fulfilling their roles as board members and the non-board members are very interested in supporting the work of the board and staff.

We believe going forward that there needs to be transparency in this operation to include an updated organizational chart. It is disturbing that our "consortium" was unaware of their responsibility until recently and that all of us were unaware that the Learn to Earn organization also has a board of directors separate from the Crater Workforce Development Board. The current structure leaves the board members of the CWDB feeling like they meet in the open and the non-profit meets in private. We believe that a simplified structure by making it clear who reports to whom and who is evaluated by whom as well as job descriptions for the organization's staff. Such a structure would be more likely to produce real engagement, consistency, structure and goals.

Since the learning curve for board members is high, we urge the staff to use technology in onboarding and training of new board members to increase retention and improve recruitment.

We also believe that those board members who are not attending the meetings or involved on subcommittees should be discharged and replaced.

Lastly, the individuals providing these comments have all been involved in strategic planning. If we want our plan to be a working document we must agree on priorities. We can't work on everything at once; therefore the approved plan should identify the priorities and agree on the metrics for achievement.

In summary, we would like our plan to mirror the type of plan that is being used by high performing workforce organizations, such as Shenandoah Valley who are getting great results with training.

Goal 1: Create a Business Services Unit

Goal 2: Simplify the organization and provide board orientation

Goal 3: Improve communication with stakeholders by sending board packets well in advance of meetings; placing minutes and agendas on the website; eliminating as much industry jargon as possible;

Goal 4: The Consortium to monitor the work of the board ensuring that terms of the MOU are firmly imbedded.

Goal 5: Clarify who the eligible customer is throughout the region served by the organization. Logistics have been mentioned as a barrier to the ability to serve more clients and we recommend that a subcommittee be formed to evaluate the current location of the operation, partners throughout the region who may offer space, such as libraries, and a survey of all organizations in the region who are offering services to the clientele that the Crater Workforce Development Board also serves.

Sincerely,  
Becky McDonough, CEO  
Hopewell/Prince George Chamber of Commerce

On behalf of the following:

Accel Talent and Development Group

Appomattox Regional Library System

Service Center Metals

Virginia's Gateway Region

Standard Motor Products

City of Hopewell

County of Prince George

Fort Lee Federal Credit Union

Peoples Advantage Federal Credit Union

Crater Small Business Development Center of Longwood University

Hopewell/Prince George Chamber of Commerce – representing approximately 10,000 employees

Note: The Crater Regional Workforce Development is a valued member of the H/PG Chamber and we are committed to supporting the transition to the WIOA guidelines in order to meet the needs of jobs seekers and employers in the region.

## **Response**

Suggested edits were incorporated into the plan, specifically on pages 42 and 43 and the executive summary beginning on page 5 was reorganized for greater clarity. In a meeting on February 16, 2017 the Board voted and approved the strategic plan with these edits.

## **COMMENT FEBRUARY 14**

Southside Programs for Adult Continuing Education is a mandated partner under WIOA. On page 74, we are listed under the mandated one-stop system partners, which is correct. However, we are also listed under the other program partners on page 75. That should be removed so that we are not listed twice. You also have DARS on both lists.

Please change the description for Southside Programs for Adult Continuing Education that is listed on page 60. It also appears on page 75, but may be removed (see above). It should read:

Southside Programs for Adult Continuing Education (SPACE) – Provide services as mandated under Title II Adult Education and Literacy Services. SPACE provides comprehensive assessments of reading, math and language skills, basic skills instruction, high school equivalency instruction, English language acquisition for English language learners, workforce preparation activities, integrated education and training, and customized workplace classes.

On page 97, third bullet from top, change “GED students” to: adult education students  
On page 97, third bullet under Adult Education will:, change “GED students” to: adult education students

Kathy Anderson

## **Response**

The suggested edits have been made to the plan on the relevant pages, specifically 75, 76, 61, 76, 97 and 98.

## **ATTACHMENTS**

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Attachments not included in this document are available on the website of the Crater Region Workforce Board ([www.learntoearn.org](http://www.learntoearn.org))- 7) Insert proposed modification 7 here.

- a. Current CLEO Consortium Agreement
- b. Current CLEO-Local WDB Agreement
- c. Current Local WDB Organizational chart (identify board oversight and program administration)
- d. Copies of required executed cooperative agreements
- e. Eligible Training Provider Policy (including process to evaluate and recertify providers)
- f. Individual Training Account Policy
- g. On-the-Job Training Policy
- h. Customized Training Policy
- i. Priority of Service Policy
- j. Monitoring Policy (include monitoring tool and schedule)
- k. Equal Opportunity (EO) Policy
- l. Grievance policy (related to participants, employees, vendors, and other parties, non-EO)
- m. Standard Operating Policy for “Single Point of Contact” for Business Services Team
- n. Business Services Team Shared Vision Statement
- o. Business Services Team Business Plan

ATTACHMENT I: PRIORITY OF SERVICE POLICY



**Crater Regional Workforce Development Board  
LWDA-15**

**Policy Number 2016-013  
Effective Date: October 5, 2016**

**Title: Priority of Service Policy**

**Background:**

Sec. 134(c)(3)(E) Priority.--With respect to funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of section 133(b), priority shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career services described in paragraph (2)(A)(xii) and training services. The appropriate local board and the Governor shall direct the one-stop operators in the local area with regard to making determinations related to such priority.

Section 663.600(b) of regulations states that, *Since funding is generally limited, State and local Areas must establish criteria by which local areas can determine the availability of funds and the process by which priority will be applied*". This Priority of service Policy transmits guidance for enrolling unemployed adults in the WIOA program.

**Workforce Innovation and Opportunity Act (WIOA) of 2014**

§ 680.600 -what priority must be given to low-income adults and public assistance recipients and individuals who are basic skills deficient served with adult funds under title I?

(a) WIOA states, in sec. 134(c) (3) (E), that priority for individualized career services (see § 678.430(b)) and training services funded with title I adult funds must be given to recipients of public assistance, other low income individuals, who are basic skills deficient (as defined in WIOA sec. 3(5) (B)) in the local area.

(b) States and local areas must establish criteria by which the one-stop operator will apply the priority under WIOA sec. 134(c) (3) (E). Such criteria may include the

availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors.

(c) The priority established under paragraph (b) of this section does not necessarily mean that these services may only be provided to recipients of public assistance, other low income individuals, and individuals without basic work skills. The Local Board and the Governor may establish a process that also gives priority to other individuals eligible to receive such services, provided that it is consistent with priority of service for veterans (see § 680.650

One additional provision in the WIOA draft regulations is potentially problematic: while priority must be given under WIOA Title I Adult funds to the targeted populations, the local board and Governor may establish a process that also gives priority to other individuals, as long as it is consistent with priority of service for veterans (proposed § 680.600(c)).

**Policy:**

The Crater Workforce Development Group has determined that funds in the LWIOA XV are limited therefore, this policy takes effect immediately.

Case Managers shall use the Poverty Guidelines or the 70% LLSIL (Lower Living Standard Income Level) table to enroll unemployed adult customers in the WIOA adult program.

This policy establishes a priority for serving low-income individuals, participants on public assistance, and individuals who are basic skills deficient in the provision of individual career services and training services. Basic skills deficient is defined as an individual who lacks a secondary education diploma or high school equivalent (HSE).

Veterans and eligible spouses also receive priority of services in WIOA programs.

Priority of services must be provided in the following order:

- 1) First to veterans and eligible spouses; this means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
- 2) Second, non-covered persons ( people who are not veterans or veteran spouses) who are included in the groups given priority for WIOA adult formula funds



- 3) Third, veterans and eligible spouses who are not included in WIOA's priority groups
- 4) Last, non-covered persons outside the groups given priority under WIOA.

When past income is an eligibility determinant for WIOA, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom those amounts would normally be applied in making and eligibility determination. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority.

Service members exiting the military, including, but not limited to, recipients of UI for ex-military members (UCX), generally qualify as dislocated workers. Generally a separated service member needs a notice of separation, either a DD-214 or other appropriated documentation to meet the required dislocated worker definition. A separated service member meets the dislocated worker requirement that an individual is unlikely to return to his/her previous industry or occupation.

Military spouses who have lost employment as a direct result of a relocation to accommodate a permanent change in duty station are dislocated workers.

**Applicability:**

**All Crater WIOA service providers**

## ATTACHMENT M: STANDARD OPERATING POLICY FOR “SINGLE POINT OF CONTACT” FOR BUSINESS SERVICES TEAM

Crater Regional Workforce Investment Board  
114 N Union St  
Petersburg, Virginia 23803



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### Standard Operating Policy for “Single Point of Contact” for Business Services Team

The following procedures are to be followed when receiving a call from business/employers who are making a business service request through the Crater Regional Workforce Investment Business Services Team.

#### Single Point of Contact:

It has been established that the Crater WIB administration office will serve as the first point of contact for addressing any major business service request (WIB Business Service Contact: Recie Small). Thereafter, if necessary, the business representatives of Crater Comprehensive One-Stop Centers ( Thomas Moore, Tri-Cities VEC & Sharon Mattox, Emporia/Greenville VEC) may service at the “SPOC” of the Crater BST.

- 1) The business services representatives will receive the call and assist to coordinate the business request, and
- 2) The business knows the individual is the main contact for follow up or questions, and
- 3) If multiple services are needed the single point of contact acts as project manager to ensure continuity of services.

#### Initial Business Inquiry:

When an initial request is made by the business, the team decided that the standard timeframe to respond to this business will be within one (1) to two (2) business days to respond to an inquiry.

#### Business Services Request

When a business is contacted after the initial inquiry, the standard timeframe for response is two (2) to three (3) business days.

#### Partner Communication:

Protocol so that all partners are made aware and informed of the business request is as follows:

- 1) The SPOC receives the call and gets the written information from the business identifying the service need (or job order requirements).
- 2) The SPOC will then email the partners copying them with the written instructions from the business.
- 3) If the SPOC is not available to take the call, anyone taking the phone call should follow these guidelines:
  - a) Make sure to get written instructions as to what services the business is requesting such as for a job order you would need to know the following; Business name, business contact information, minimum education requirements, if experience is required, how much experience, any special qualification or certifications such as State License or special computer skills, ie..CPR/CNA/CDL licenses, how they would like applicant to apply (resume/application/in person...) they should request the employer e-mail this information to be able to have it in writing to assimilate to partners.
  - b) The person taking the call would then notify all partners (business services team members) of the need. They would do this via e-mail to pass on the request.
  - c) Then the person taking the call would notify the SPOC so follow up could be done in a timely manner.
  - d) If the business has an emergency need then a decision would have to be made as to which partner could best meet the need immediately and contact the partner first.

*\*\*\* It was indicated by the WIB Director that the Virginia Employment Commission would be the first partner to contact in these case since they have the process in place to best serve the business needs.*

\*\* Development of a business request form that will gather proper information from the employer/business to provide adequate assistance.

ATTACHMENT N: BUSINESS SERVICES TEAM SHARED VISION STATEMENT



**BUSINESS SERVICES TEAM**

**Shared Vision Statement**

*The Crater Regional Workforce Investment Group's Business Services Team seeks to provide a seamless, unified front to the business community.*

*Additionally, we seek to:*

- ◆ Foster rapport and become the preferred human capital resource for businesses in the Crater Region
- ◆ Improve business community knowledge, understanding, and access to workforce information, services and opportunities
- ◆ Increase the business community's engagement with the Crater Region workforce system
- ◆ Consolidate workforce development efforts among partner agencies in the Crater Region
- ◆ Broaden the pool of qualified skilled workers through services offered
- ◆ Collaborate with businesses, workforce development, and economic development

**BUSINESS SERVICES  
TEAM PARTNERS**

[www.learn-to-earn.org](http://www.learn-to-earn.org)

Community College Workforce Alliance  
Department of Social Services  
Department for Aging and Rehabilitative Services  
Goodwill Industries  
John Tyler Community College

Moving Forward Agency  
Rapid Response  
Southside Virginia Community College  
Urban League  
Virginia Employment Commission

ATTACHMENT O: BUSINESS SERVICES TEAM BUSINESS PLAN



**CRATER REGIONAL BUSINESS SERVICES  
BUSINESS PLAN**

**Situation**

The Crater Regional Workforce Investment Group (CRWIG) oversees workforce development activities authorized under the federal Workforce Innovation & Opportunity Act (WIOA), including the Crater Area Workforce Investment Board (CRWIB, established 2000) and Crater Regional Youth Standing Committee. The Crater Regional Workforce Development Board (WDB) is the policy maker, influencer, facilitator, and change agent for workforce development in the Crater Region. One Stop Centers in Emporia and the satellite location in Petersburg are the seamless service providers in carrying out workforce development activities. The Virginia Employment Commission serves as a key Workforce Services Partner in the One Stop Centers.

The Crater Regional Workforce Investment Group is charged with keeping pace with new growth sectors, the emerging economy, and the ever-changing needs of area employers by creating a better educated, highly skilled workforce that is capable, prepared, and knowledgeable for the jobs of the future. As such, the CRWDB is the financial manager of such activities related to this charge.

**Position Statement**

As a solution provider, our primary mission is to serve business and link area employers to resources, local officials, public and private agencies, and training providers to build a highly trained and motivated workforce. We seek to maximize private sector employment opportunities and to ensure the integration of services in order to prepare individuals to meet the needs of business and industry across the region.

This mission will be accomplished largely through improved collaboration with mandated partners and our formation of a Crater Regional Business Services Team (BST). Serving business with timely, effective workforce development solutions is our top priority. However, we will also seek to expand the pipeline of workers, align training capacities to targeted industry needs, and manage the expectations of skills and credentials between employers and jobseekers.

#### **Role of the Crater Regional Business Services Team (BST)**

Interagency collaboration, forming partnerships and leveraging resources are vital aspects of success in meeting business' workforce needs. As such, our efforts are supported by our Crater Regional Business Services Team (BST) comprised of the following partner agencies: the Community College Workforce Alliance, John Tyler Community College, Southside Virginia Community College, Southside Continuing Education, Virginia Employment Commission, the Virginia Department of Aging and Rehabilitation, the Virginia Department of Social Services, Goodwill, The Urban League, the Moving Forward Agency,

Further, the BST operates with collaboration and feedback from local economic development officials.

(Elaborate)

#### **Shared Vision Statement**

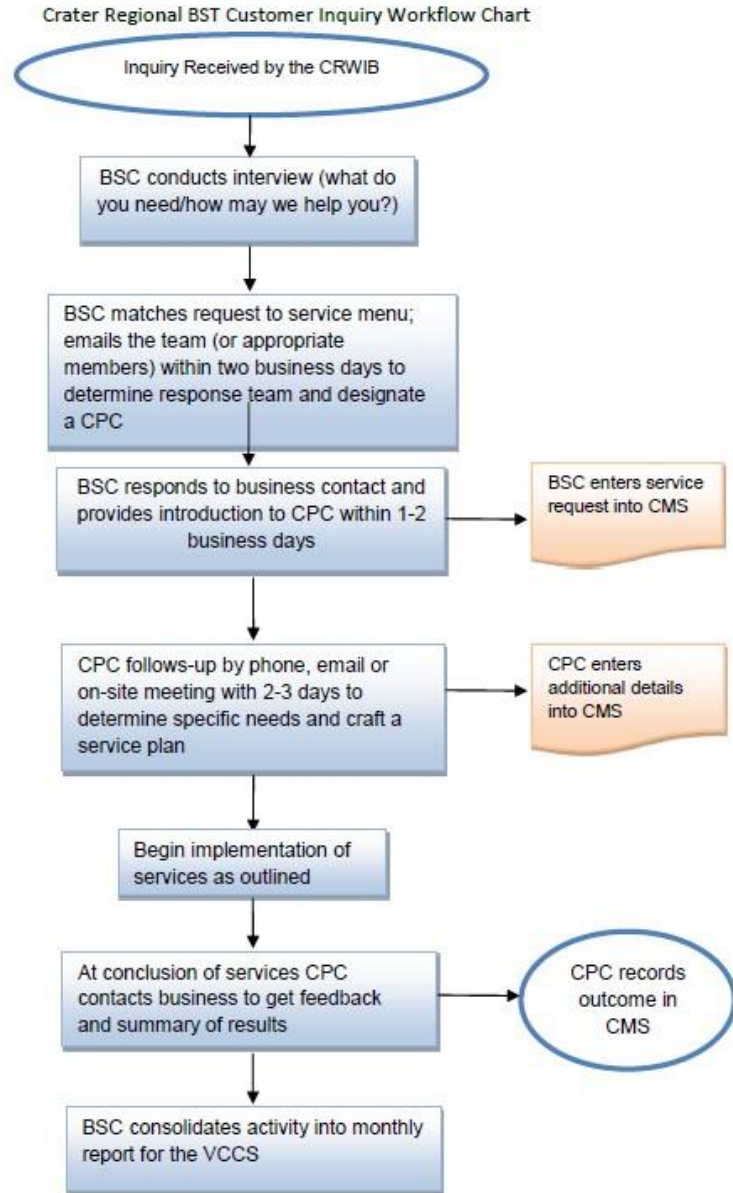
As a team, we are accountable in assuring that all workforce development initiatives and activities are effective, efficient and relevant to current and future needs of businesses in the Crater Region.

Additionally, we seek to:

- Foster rapport and become the preferred human capital resource for businesses in the Crater Region
- Improve business community knowledge, understanding, and access to workforce information, services and opportunities
- Increase the business community's engagement with the Crater Region workforce system
- Consolidate workforce development efforts among partner agencies in the Crater Region
- Broaden the pool of qualified skilled workers through services
- Collaborate with businesses, workforce development, and economic development partners in order to eliminate silos, reduce redundancy, and gain efficiencies

#### **Service Delivery**

The BST seeks to provide a seamless, unified front to the business community. Information-sharing is achieved by utilizing a central point of contact and shared database for workflow and the recording of all business inquiries and activity.



#### **Employer (Demand Side) Services**

We serve businesses in the Crater Region, defined as the cities of Hopewell, Colonial Heights, Petersburg and Emporia and the counties of Dinwiddie, Prince George, Surry, Sussex, Greensville and southern portion of Chesterfield. We offer a variety of services that are designed to save the business time, energy and money.

Core competencies – broad menu

- Recruitment, pre-screening, and referrals of job applicants. The employer provides the job requirements and the candidates are pre-screened accordingly. The employer makes the decision on who is hired.
- Applicants are assessed for skills and qualifications specified by the employer
- On-The-Job Training (subsidized). The employer contracts with the WDB/One-Stop operator, interviews and selects the eligible client, prepares a training plan with staff for the client, and is reimbursed for a portion of the training expense. A cost savings can be realized by the employer due to reimbursements for the extraordinary costs of training.
- Schedule and coordinate job fairs.
- Customized training for businesses. A training plan is developed and implemented to assist an employer in providing skills and training to a group of employees.
- Consulting on personnel practices. This is provided at the request of employers.
- Labor market information. We provide local information to assist business in making staffing decision.
- Space for interviewing. An interview room is provided for interviewing applicants. Video conferencing equipment is available for long distance interviewing.
- Rapid Response. Staff comes to the aid of an employer who is downsizing to provide options for the personnel who are being released such as employment retraining information.
- WOTC
- Federal
- Ex-offender

Consulting

#### **Job Seeker (Supply Side) Services**

Job seekers are any and all persons seeking new or better employment. Job seekers may include specialty populations such as the unemployed, underemployed, seniors, the economically disadvantaged, and youth. Our goal is to offer job seeker services that help align that population with current and future opportunities in the region.

- Workshops on resume writing, job search, and interviewing techniques
- Career development information for any member of the public
- Recruitment, assessment, pre-screening and job referrals.

- Job Search workshops. Provides information on how to look for work, prepare for an interview, and keep a job once obtained.
- Entrepreneurial development
- Labor Market Information.
- Resume assistance.
- Phone banks, computers, and resource library.
- Career counseling.
- School based and Work based training, retraining.
- Basic Education and GED. Is available for those deficient in reading and/or math and do not have a high school diploma.
- Community services support including housing and transportation resources.
- Eligible Training Provider List. A list of training providers who are determined eligible by the state to provide training funded by the Workforce Innovation & Opportunity Act.

#### **Economic Development Services**

The team will provide assistance to economic development organizations in presenting and marketing resources to prospective employers. The team will also provide other services on an as-needed basis to local economic development partners.

#### **Specific Services by Agency**

Provide Assessment: VEC, WIOA, A/DW, GW, MFA

Proctoring CRC when applicable: WIOA A/DW, DARS, GW, MFA

Tax Credit Counsel: VEC, DARS

Apprenticeships: VEC/VETS, DARS

Provide Training: WIOA/VCC, A/DW, DARS, GW, MFA

Provide Customized Training: WIOA/VCC, A/DW, DARS, GW, MFA

OJT: WIOA/VCC A/DW, DARS, GW

Incumbent Workers: DARS, GW, WIOA A/DW

Conduct Recruitments: VEC, DARS, GW, MFA

Enter Job Orders: VEC

Refer Qualified Applicants: VEC, DARS, DSS, GW, ULGR, WIOA A/DW, MFA



Veteran's Services: VEC, DARS, GW, ULGR, WIOA A/DW, MFA

Advertise Job Openings: VEC, DARS, DSS, GW, MFA

Screen Applicants: VEC, DARS, GW, ULGR, WIOA A/DW, MFA

Conduct Job Fairs: VEC, DARS, DSS, GW, ULGR, WIOA A/DW, MFA

Consultative Services to Business: DARS, VEC, WIOA, MFA

Make Direct Call on Business: VEC, DARS, DSS, GW

Provide LMI/Stats: VEC, DARS, GW, WIOA, MFA

Outplacement Assistance to Business: VEC, Unemployment, MFA

Meeting Space: DSS, VEC, GW, DARS

Rapid Response: VEC as partner, WIOA A/DW

Financial Literacy Workshops: DARS, GW, ULGR

Counsel on Financial Aid: WIOA A/DW

Provide Phones/Computers: VEC, DARS, GW, ULGR

Other Services Provided by Goodwill: E-Recycling, Document Destruction, Temporary Services

Other Services Provided by Partners

VEC Trade Act

Farm Placement/MSFW

Job Readiness Training

Unemployment Insurance

WIOA – Adult/DLW

Job Service – Wagner Peysen

Job Coaching services

GED – Work Readiness

Homeless Services – bus tickets, intake, assessments

MFA services

- Job Placement, Job Coaching, Job Support
- Work Experience Placement/Internships
- Stipends (based on funding availability)
- On-site Workforce Development Orientation, Trainings
- Facilitation of Workshops, Seminars, Life Skills Training, Job Readiness Training, Workplace Skills Development
- Project Development, Implementation, and Management
- Partnership Development
- Career Assessment & Planning
- Career Path Development

## MARKETING PLAN

### Target Audiences

The primary target audience is business. Secondary target audiences are community and political leaders, the general public, economic developers and job seekers. Different methods are needed to reach the four segments of the market.

#### 1. Businesses

The business market falls into three primary industry segments that have been determined to be growth industries: advanced manufacturing, healthcare and logistics. Area employers in these three segments have been identified via a master database provided by Thomson Reuters. We plan to develop industry-specific service offerings responsive to the unique needs of each industry.

Prospective businesses who may take advantage of our services fall into five categories:

- Existing businesses who have worked with us or one of our partners
- Existing businesses who have not worked with us or one of our partners
- New business startups
- Businesses outside of the area that may expand to the region
- Government/military employers (Ft. Lee)

Different marketing messages and outreach are needed for each type of business category.

#### 2. Political and Community Leaders

These leaders may include: legislators (state, federal, and local), members of various community boards, business leaders, Chamber of Commerce leaders, educators, and economic developers. The BST should

continually address these leaders in order to obtain their participation, support and cooperation for the team's efforts.

**3. General Public**

Portions of the general public may at some time or another become job seekers or employers. The general public also makes referrals to those who may be in need of our services. Boosting awareness of our services and outcomes ultimately benefits business and job seekers.

**4. Economic Developers**

The BST will keep its economic development partners informed of progress and known business statuses that may affect economic development in the Crater Region.

**5. Job Seekers**

Job seekers should be aware of the WDB, One Stop Center, partner agencies, and the many ways the team entities can prepare them for success.

**Marketing Communications Goals**

As a team, the BST shares the following as common marketing communications goals.

- Create name recognition for the WDB and its BST, one that is well known and respected.
- Clarify/amplify our image with employers, to make employers aware of the services offered and how they would benefit from using them.
- Assume a position of preeminence over private competition by being the first point of contact by both employers seeking qualified employees and job seekers desiring jobs
- Become perceived as an outstanding provider of training and employment opportunities.
- Increase visibility among the economically disadvantaged/dislocated worker clientele, so that those in need of services will know what the services are and how to access them.

**Brand Attributes**

The BST seeks to build the following brand attributes:

- a private-public team
- represents experienced leadership
- makes a difference
- local business driven, yet voluntary
- authoritative, yet user-friendly
- dedicated, professional, competent
- establishes community standards for workforce development
- serves needs of employers and job seekers

- generates new resources for the Crater Region
- directs the services network

We desire One Stop Centers to be branded as follows:

- easy access, no wrong door
- helpful, easy, simple and user friendly
- three convenient locations throughout the region
- one stop for all your needs
- a comprehensive employment resource center
- for everyone, not just special populations
- professional and reliable
- low or no cost
- business services such on-the-job training

#### **Marketing Outreach**

Direct calls on businesses; some tandem calls possible

Personal contact will be made by business services representatives from the following: CRWIB, DARS, MFA, VEC, DSS, GW

Advisory council

Employer roundtables by industry

Small group presentations, "Lunch 'n Learns"

Direct mail/e-mail

Enterprise Zone workshops

Networking with business and civic groups, Chamber of Commerce, SHRM

Community colleges

Ft. Lee

#### **Communications Channels and Materials**

The BST will have its own webpage on the [learntoearn.org](http://learntoearn.org) site with links to each partner agency

Radio public service announcements

Newspaper editorial

Column in Chamber of Commerce newsletter

Southpark mall kiosk

Brochures

Employer newsletter/alerts

Website updates

Employer and job seeker testimonials

LinkedIn page

Facebook page

Twitter

#### Events

Joint events such as job fairs

Invite legislators to receive awards, present awards, and visit/tour the One Stop Centers

Employer open houses at One Stop Centers

#### Best Practices

Uniform messaging among agencies

Common BST logo used by agencies

Dedicated phone number?

Continual updates to CRM