

# LOCAL PLAN TEMPLATE

## WORKFORCE INNOVATION AND OPPORTUNITY ACT

**LOCAL AREA 15**



**SUBMITTED BY**

**CRATER REGIONAL WORKFORCE  
DEVELOPMENT BOARD**

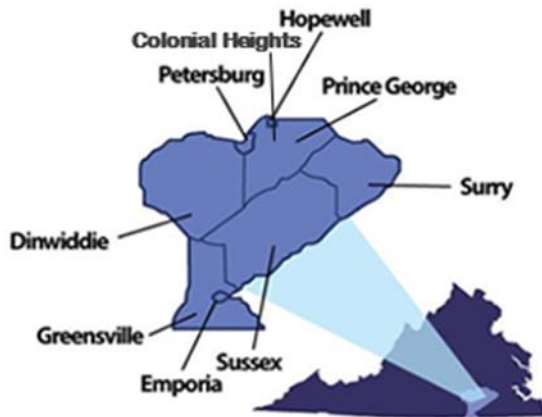
**JULY 1, 2020 – JUNE 30, 2024**

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## The Crater Region – Local Workforce Development Board Area 15



The Crater region in southern Virginia is home to a population of 173,463 residents. 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 Virginia Employment Commission (VEC), through its labor market information system, maintains a current community profile of regions

within the Commonwealth of Virginia. The Crater Regional Workforce Development Board (CRWDB) has found the VEC to be a key partner in maintaining the Crater Region's current relevant economic development-related information. Most of the charts and tables in this document were extracted from this link:

<https://virginiaworks.com/Portals/200/Local%20Area%20Profiles/5115000455.pdf>

### **Section 1: Workforce and Economic Analysis**

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

In terms of economic conditions, the Crater Region employment composition is primarily driven by five major industry types including: 1.) Health Care and Social Assistance; 2.) Retail and Trade; 3.) Manufacturing; 4.) Accommodations & Food Services; and 5.) Transportation Logistics & Warehousing.

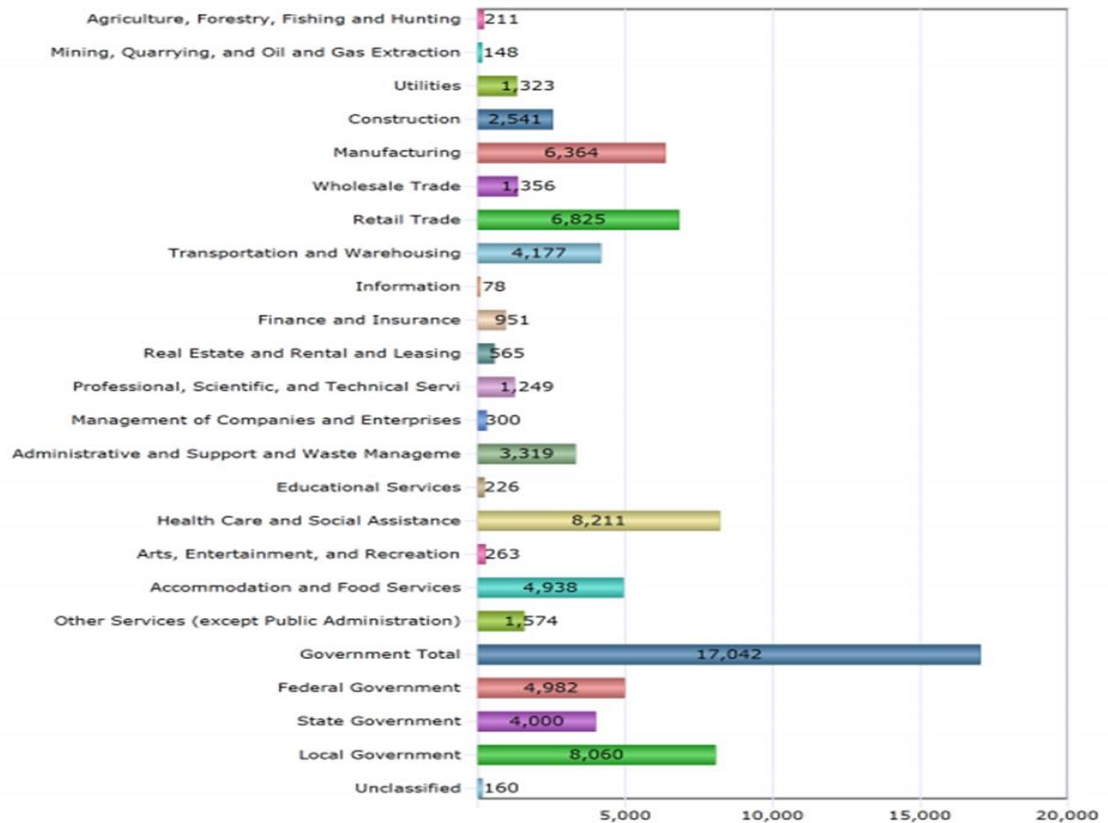
The following information and chart reflect the Crater Region's occupational data from the second quarter of 2020 as developed from data provided through the Virginia Employment Commission (VEC) Local Community Profile. Government was the industry sector with the most employment. Although data reveals significant employment levels in Federal, State and Local Government, this industry is not counted as a primary employment focus for the Crater Region Workforce Development Board (CRWDB).

There were 61,822 individuals employed in the industries listed below in the Crater Region.

The top five recognized industries (**bolded**) account for 23,690 (38%) of the employed individuals in the region.

- Construction (2,541)
- **Manufacturing (6,364)**
- **Retail Trade (6,825)**
- **Transportation and Warehousing (4,177)**
- **Health Care and Social Assistance (8,211)**
- Professional, Scientific, and Technical Services (1,249)
- Other Services (1,574)
- Administrative and Support and Waste Management (3,319)
- **Accommodation and Food Services (4,938)**
- Utilities (1,323)
- Government (Federal, State and Local – (17,042)

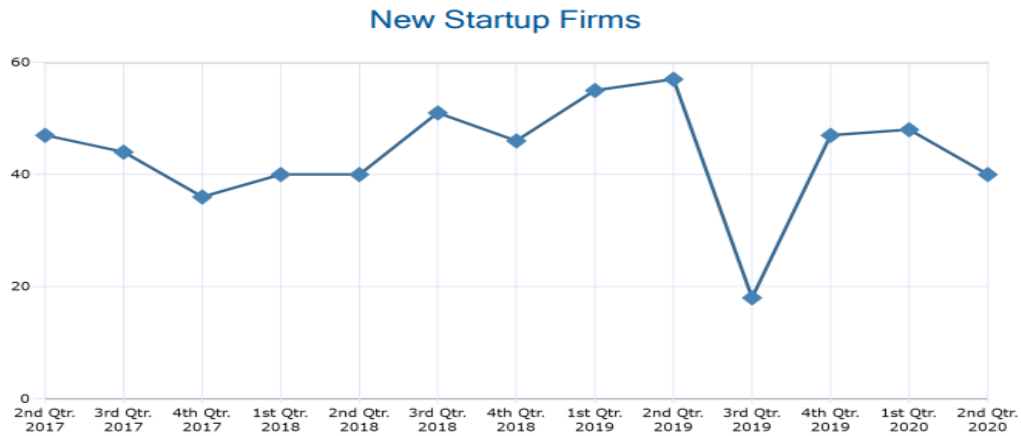
### Employment by Industry



**Total: 61,822**

Note: Asterisk (\*) indicates non-disclosable data.

The number of new startup firms in the 2<sup>nd</sup> quarter of 2020 was 40 compared to 48 in the 1<sup>st</sup> quarter of 2020 and 57 in the 2<sup>nd</sup> quarter of 2019.



	LWIA XV	Virginia
<b>2nd Qtr. 2017</b>	47	3,961
<b>3rd Qtr. 2017</b>	44	2,729
<b>4th Qtr. 2017</b>	36	3,058
<b>1st Qtr. 2018</b>	40	3,973
<b>2nd Qtr. 2018</b>	40	3,959
<b>3rd Qtr. 2018</b>	51	4,028
<b>4th Qtr. 2018</b>	46	3,641
<b>1st Qtr. 2019</b>	55	4,387
<b>2nd Qtr. 2019</b>	57	4,302
<b>3rd Qtr. 2019</b>	18	1,093
<b>4th Qtr. 2019</b>	47	4,219
<b>1st Qtr. 2020</b>	48	4,299
<b>2nd Qtr. 2020</b>	40	3,280

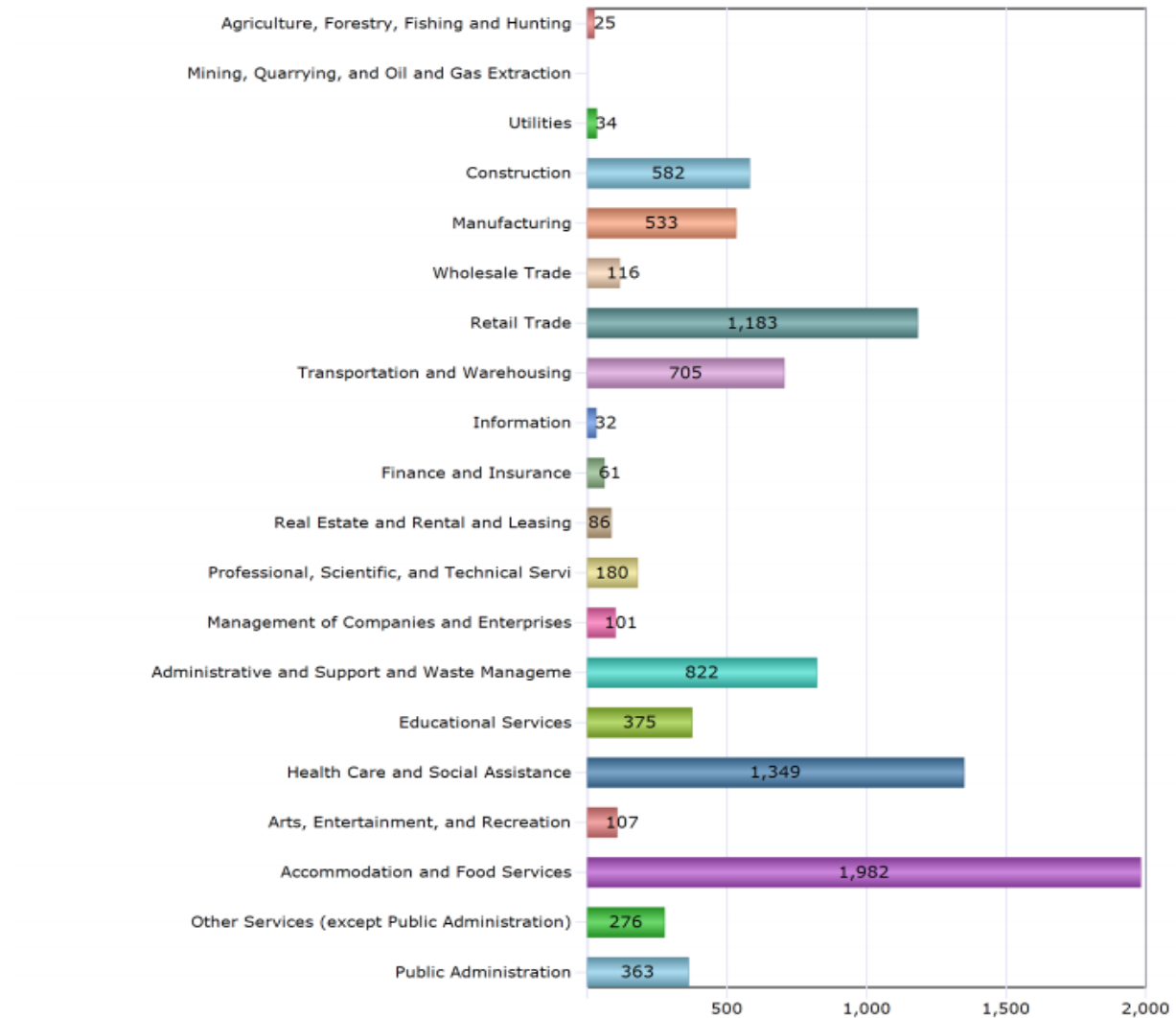
*Note: The following criteria was used to define new startup firms:*  
 1.) Setup and liability date both occurred during 2nd Quarter (April, May, June) 2020  
 2.) Establishment had no predecessor UI Account Number  
 3.) Private Ownership  
 4.) Average employment is less than 250  
 5.) For multi-unit establishments, the parent company must also meet the above criteria.

*Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.*

It is evident that there was a period of economic mayhem due to a world-wide crisis that impacted industries across all sectors. Many businesses were forced to shut down temporarily and some permanently which had detrimental effects on the economy.

Prior to COVID-19 becoming a global pandemic, the top three industry sectors with the largest number of new hires were: accommodation and food services (1,982); healthcare and social assistance (1,349) and retail trade (1,183). Administrative and Support and Waste Management followed as thriving industries as well in the Crater Region. This industry had 822 new hires.

### New Hires by Industry



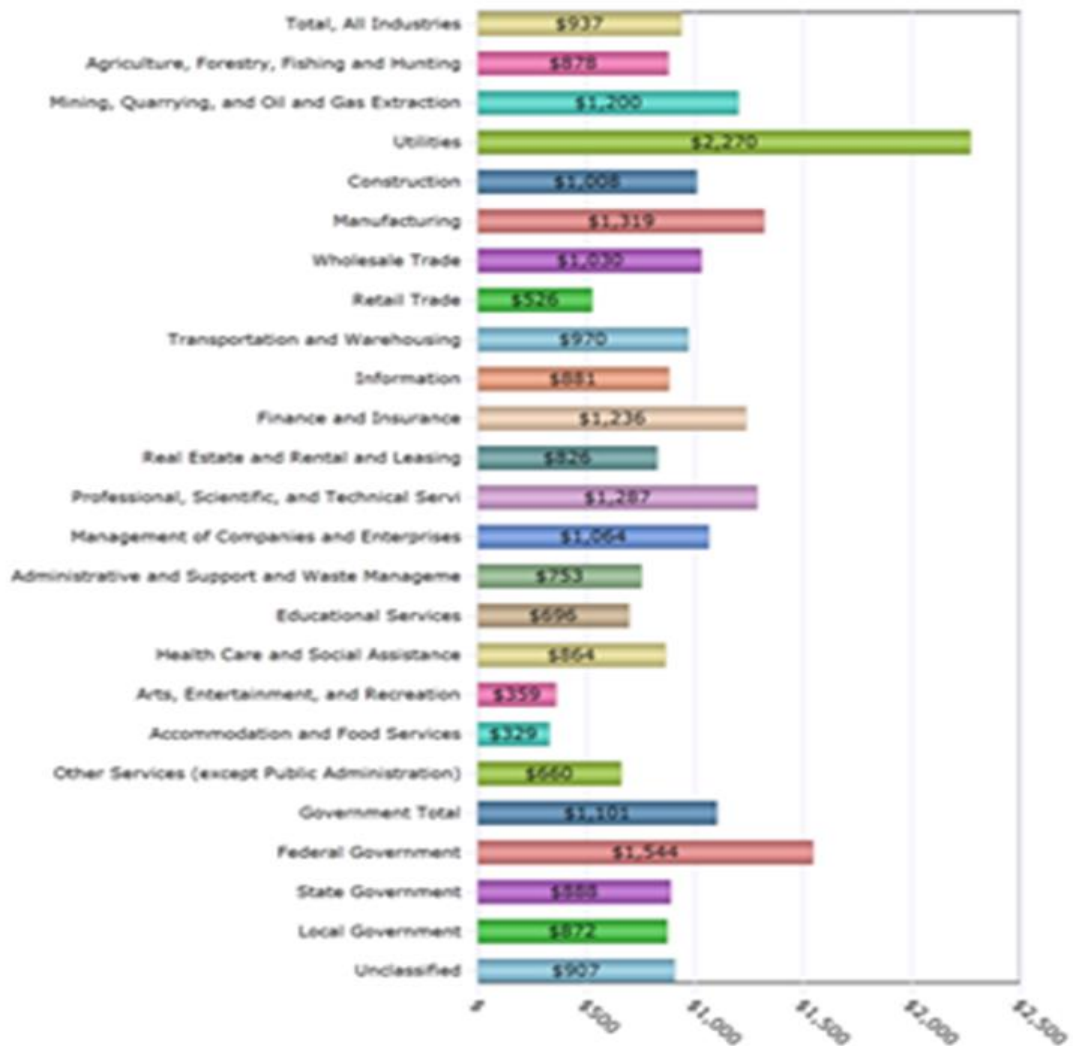
**Total: 8,912**

Source: U.S. Census Bureau, Local Employment Dynamics (LED) Program, 1st Quarter (January, February, March) 2020, all ownerships.

In the 2nd quarter of 2020, the highest average weekly wage was in the following industries:

- ✓ Utilities at \$2,270
- ✓ Federal government at \$1,544
- ✓ Manufacturing at \$1,319
- ✓ Professional, Scientific, and Technical Services at \$1,287
- ✓ Finance and Insurance at \$1,236

### Average Weekly Wage by Industry



Note: Asterisk (\*) indicates non-disclosable data.

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.

Industry Employment is projected to grow by 7.76% by 2024 from 2014. The highest projected growth in number of individuals is in Health Care and Social Assistance with 2,530. In terms of percent growth, the following industries have the highest percentage over the 10-year period:

- Health Care and Social Assistance at 23.51%
- Professional, Scientific, and Technical Services at 19.17%
- Educational Services at 12.08%
- Arts, Entertainment and Recreation at 11.09%
- Construction at 10.57%
- Other Services (except Public Administration) at 8.95%
- Administrative and Support and Waste Management at 8.09%
- Retail Trade at 7.73%

With the trends in employers being driven to have employees to work remotely and the need to use technology as a primary means for moving forward in day-to-day society, it is obvious that the Information Industry will experience more activity. However, data for this industry projection area non-disclosable. The information industry is considered one of the most important economic branches for a variety of reasons.

### Industry Employment and Projections *Long Term*

	Employment			Percent	
	Estimated 2014	Projected 2024	Change	Total	Annual
Total, All Industries	71,276	76,809	5,533	7.76%	.75%
Agriculture, Forestry, Fishing and Hunting	***	***	***		***
Mining, Quarrying, and Oil and Gas Extraction	***	***	***		***
Utilities	1,318	1,194	-124	-9.41%	-.98%
Construction	2,383	2,635	252	10.57%	1.01%
Manufacturing	6,501	6,133	-368	-5.66%	-.58%
Wholesale Trade	1,762	1,782	20	1.14%	.11%
Retail Trade	9,027	9,725	698	7.73%	.75%
Transportation and Warehousing	3,477	3,698	221	6.36%	.62%
Information	***	***	***		***
Finance and Insurance	1,036	1,097	61	5.89%	.57%
Real Estate and Rental and Leasing	656	677	21	3.2%	.32%
Professional, Scientific, and Technical Servi	1,654	1,971	317	19.17%	1.77%
Management of Companies and Enterprises	306	316	10	3.27%	.32%
Administrative and Support and Waste Manageme	2,016	2,179	163	8.09%	.78%
Educational Services	4,974	5,575	601	12.08%	1.15%
Health Care and Social Assistance	10,760	13,290	2,530	23.51%	2.13%
Arts, Entertainment, and Recreation	505	561	56	11.09%	1.06%
Accommodation and Food Services	6,345	6,742	397	6.26%	.61%
Other Services (except Public Administration)	2,045	2,228	183	8.95%	.86%

Note: Asterisks (\*\*\*) indicate non-disclosable data..

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.

According to the chart below, data show that there will be a 7.76% increase in all occupations for Virginia between 2014 and 2024 and there will be a total of 2,330 projected employment openings. Healthcare related occupations continue to lead in percent increases.

### Occupation Employment and Projections *Long Term*

	Employment			Openings		
	Estimated 2014	Projected 2024	% Change	Replacements	Growth	Total
Total, All Occupations	71,276	76,809	7.76%	1,701	629	2,330
Management Occupations	3,052	3,219	5.47%	73	18	91
Business and Financial Operations Occupations	3,684	3,744	1.63%	69	9	78
Computer and Mathematical Occupations	926	1,013	9.4%	12	10	22
Architecture and Engineering Occupations	1,174	1,168	-.51%	30	3	33
Life, Physical, and Social Science Occupations	693	687	-.87%	18	2	20
Community and Social Service Occupations	1,230	1,433	16.5%	26	20	46
Legal Occupations	282	303	7.45%	5	2	7
Education, Training, and Library Occupations	3,922	4,373	11.5%	83	46	129
Arts, Design, Entertainment, Sports, and Media Occupations	395	404	2.28%	8	2	10
Healthcare Practitioners and Technical Occupations	4,884	5,612	14.91%	104	73	177
Healthcare Support Occupations	1,739	2,194	26.16%	39	46	85
Protective Service Occupations	3,954	4,177	5.64%	104	22	126
Food Preparation and Serving Related Occupations	6,305	6,815	8.09%	222	60	282
Building and Grounds Cleaning and Maintenance Occupations	2,049	2,220	8.35%	42	18	60
Personal Care and Service Occupations	3,598	4,484	24.62%	59	90	149
Sales and Related Occupations	6,973	7,315	4.9%	229	35	264
Office and Administrative Support Occupations	9,603	10,094	5.11%	212	66	278
Farming, Fishing, and Forestry Occupations	***	***	***	***	***	***
Construction and Extraction Occupations	2,723	2,924	7.38%	39	20	59
Installation, Maintenance, and Repair Occupations	2,548	2,717	6.63%	60	19	79
Production Occupations	4,812	4,610	-4.2%	114	8	122
Transportation and Material Moving Occupations	6,635	7,204	8.58%	152	57	209

Note: Asterisks (\*\*\*) indicate non-disclosable data..

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.

Between April to June of 2020, there were 2,563 employers with less than 4 employees as opposed to 187,416 for Virginia which is a sharp disparity between 23 employers by establishments that had 250 to 499 employees.



## Employers by Size of Establishment

	LWIA XV	Virginia
<b>0 to 4 employees</b>	2,563	187,416
<b>5 to 9 employees</b>	652	38,189
<b>10 to 19 employees</b>	484	26,710
<b>20 to 49 employees</b>	338	18,273
<b>50 to 99 employees</b>	96	6,159
<b>100 to 249 employees</b>	57	3,405
<b>250 to 499 employees</b>	23	1,035
<b>500 to 999 employees</b>	16	330
<b>1000 and over employees</b>	1	239
	<b>4,230</b>	<b>281,756</b>

## Employment by Size of Establishment

	LWIA XV	Virginia
<b>0 to 4 employees</b>	3,644	242,220
<b>5 to 9 employees</b>	4,291	253,076
<b>10 to 19 employees</b>	6,646	361,580
<b>20 to 49 employees</b>	10,178	547,266
<b>50 to 99 employees</b>	6,600	424,971
<b>100 to 249 employees</b>	8,619	509,016
<b>250 to 499 employees</b>	8,089	355,425
<b>500 to 999 employees</b>	11,412	226,021
<b>1000 and over employees</b>	2,342	640,210
	<b>61,821</b>	<b>3,559,785</b>

*Note: Asterisks (\*\*\*) indicate non-disclosable data.  
'Zero; no employment' typically represents new startup firms or sole-proprietorships.*

*Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.*

## 50 Largest Employers

1. U.S. Department of Defense
2. Wal Mart
3. County of Prince George
4. Dominion Virginia Power
5. Central State Hospital
6. Boars Head Provisions Company
7. Integrity Staffing Solutions
8. Greensville Correctional Center
9. AdvanSix Inc.
10. City of Petersburg
11. City of Petersburg School Board
12. Hopewell City School Board
13. Dinwiddie County School Board
14. HCA Virginia Health System
15. Food Lion
16. Good Neighbor Holdings LLC
17. Colonial Heights School Board
18. Cantu Services Inc
19. Delhaize America Distribution Center
20. U.S. Department of Justice
21. VDOT
22. Amazon Fulfillment Services Inc.
23. City of Hopewell
24. Perdue Products
25. Southside Regional Medical Ctr
26. Rolls-Royce Crosspointe Operations
27. Chaparral
28. Greensville County Schools
29. DuPont Specialty Products USA, LLC
30. Amsted Rail Company Inc
31. Sussex I Correctional Center
32. Georgia Pacific Wood Prod
33. Standard Motor Products
34. Sussex II Correctional Center
35. City of Colonial Heights
36. Alliance Group Rock Tenn
37. U.S. Army Non-Appropriated Funds Division
38. U.S. Department of Army and Air Force
39. Aldi
40. Riverside Regional Jail
41. Dinwiddie Board of Supervisors
42. Care Advantage
43. Horizon Mental Hlth Mgmnt Inc
44. Randstad Us L P
45. Postal Service
46. Sussex County School Board
47. Tindall Concrete Products
48. Metz Division
49. Aqualon Company
50. Richard Bland College

Source: Virginia Employment Commission, Economic Information & Analytics, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2020.

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

The Crater Regional Workforce Development Board and our Chief Elected Officials believe that Area 15 must work together across multiple sectors to meet the employment needs of the region, soft skills are needed across industries and occupations. Prior to COVID-19, the unemployment rate was low in the area and the many of the job seekers were those who did not have refined soft skills. Soft skills include, but not limited to, the following: 1) Interpersonal Skills-Demonstrating the ability to work effectively with others 2) Integrity-Displaying accepted social and work behaviors 3) Professionalism-Maintaining a socially acceptable demeanor 4) Initiative-Demonstrating a willingness to work 5) Dependability and Reliability-Displaying responsible behaviors at work 6) Lifelong Learning-Displaying a willingness to learn and apply new knowledge and skills. Below are overviews of the in-demand industry

sectors for the Crater Region and a glance of the knowledge and skills needed for employees working in these career pathways.

**Healthcare** is an industry with hundreds of different types of jobs. Each healthcare position requires a specific level of education and experience. Salaries can vary by area of the country, shifts and the environment, such as hospitals and private practices. A successful career in health care takes more than



a top-notch degree program or hands-on training. Employers of health care workers are looking at more on your resume than just your clinical abilities. Soft skills or these “personality skills” are the personal attributes that can be used to influence and enhance the way you communicate and relate to patients, colleagues and peers.

In Healthcare, the knowledge and skills needed by the employers will be medicine/dental, customer service, personal service, education and training in the allied health fields, active listening, social perceptiveness, service orientation, speaking, coordinating, critical thinking, reading comprehension, judgment and decision making, monitoring, writing, active learning, complex problem solving, instructing, persuasion, and time management. Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers as well as a credential. (Source: onetonline.org)

**Advanced Manufacturing Industry** According to the Gap in Manufacturing Skills, Manufacturing is in the midst of a growing skills gap. In the last two years, large scale studies have confirmed that manufacturing faces an acute skills gap. In the last decade, the Bureau of Labor Statistics found that vacancies in manufacturing firms have increased threefold. In the next decade, analysts expect 2.2 million jobs in advanced manufacturing to go unfilled for lack of adequately trained labor. Retrieved from, (<https://tulip.co/blog/skills-gap/skills-gap-manufacturing/>)

Advanced Manufacturing requires the following knowledge and skills:

- 1) Science- Knowing and applying scientific principles and methods to solve problems
- 2) Basic computer skills-Using a personal computer and related application to convey and retrieve information

- 3) Mathematics-Using mathematics to solve problems
- 4) Reading-Understanding written sentences and paragraphs in work-related documents
- 5) Writing-Using standard business English, defined as writing that is direct, courteous, grammatically correct, and not overly casual but provides clarity
- 6) Communication-Listening and speaking and giving full attention to what others are saying and speaking will enough to be understood by others
- 7) Critical and Analytical Thinking-Using logic, reasoning, and analysis to address problems
- 8) Information Literacy-Functional and critical thinking skills related to information, media, and technology.

As manufacturers continue to move toward the creation of advanced manufacturing workplaces. Workers are going to have to focus on how to better work with automation/robots/computers and how to do things that humans do better than automation/robots/computers. The skills and competencies listed above and below are becoming more necessary and impactful manufacturing trainings for this growing work. Important workplace competencies needed for manufacturing include:

- ✓ Business fundamentals-Knowledge of basic business principles, trends and economies
- ✓ Teamwork-Working cooperatively with others to complete work assignments
- ✓ Adaptability/Flexibility-Being open to change and to considerable variety in the workplace
- ✓ Marketing and Customer Focus-Actively looking for ways to identify market demands and meet the customer need
- ✓ 5) Planning and Organizing-Planning and prioritizing work to manage time effectively and accomplish assigned tasks
- ✓ 6) Problem Solving and Decision Making-Appling critical-thinking skills to solve problems by generating, evaluating, and implementing solutions
- ✓ 7) Working with Tools and Technology-Selecting, using and maintaining tools and technology to facilitate work activities
- ✓ Checking, Examining, and Recording-Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic format
- ✓ Sustainable Practices-Meeting the needs of the present without compromising the ability of future generations to meet their own needs. On the job experience is also a valuable skill in finding employment in these fields.

**Employers in the Retail Industry** - From customer service to sales, retail workers have hard and soft skills that can be transferred to other jobs in the retail industry or a different sector. When putting together a résumé or preparing for an interview, retail workers should build upon the skills that you've gained while working in retail. The Bureau of Labor and Statics names some of the important qualities workers in retail possess, including:

- Customer-service skills: Retail sales workers must be responsive to the wants and needs of customers. They should explain the product options available to customers and make appropriate recommendations.
- People skills: A friendly and outgoing personality is important for these workers, because the job requires almost constant interaction with people.
- Persistence: A large number of attempted sales may not be successful, so sales workers should not be discouraged easily. They must start each new sales attempt with a positive attitude.
- Selling skills: Retail sales workers must be persuasive when interacting with customers. They must clearly and effectively explain the benefits of merchandise.



**Employers in the transportation/logistics** industries want employees who have skills and knowledge in teamwork, communication, interpersonal skills, calculating, IT, analytics, problem-solving, creativity, and data analysis. The transportation industry requires a Commercial Driver's License (CDL) Class A with endorsements for Tanker and Hazardous Materials.

**Accommodations and Food Service Industry** Although customer service skills are obviously necessary for the front of the house, a strong service ethic is critical for everyone on the team, including those who never see patrons. Other valuable skill sets and competencies needed include: having good customer relations, detail oriented, patient, good verbal communications, patience, service oriented, physical speed and strength, ability to learn quickly, attentive, multitasker, flexibility, enthusiasms/positive attitude, safety consciousness, compliant and ability to follow written and oral directions, money handling experience, active listener and conflict resolution.

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

The Crater Regional Workforce Development Board-Area 15 serves the jurisdictions of Colonial Heights, Dinwiddie, Emporia, Greenville, Hopewell, Petersburg, Prince George, Surry, and Sussex. According to the 2010 Census, the population has increased to 173,463 in 2010 to 175,655 in 2020 (a change of 1.26%). It is projected to increase by 2.17% for a total of 179,466 by 2030.

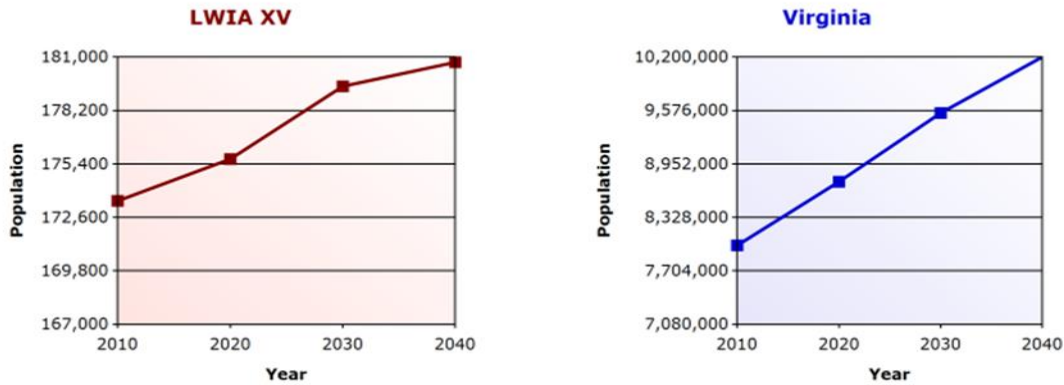
Population Totals

November 2020 Labor Force and Unemployment

	LWIA XV	Virginia	United States
<b>Under 5 years</b>	10,153	509,625	20,201,362
<b>5 to 9 years</b>	10,271	511,849	20,348,657
<b>10 to 14 years</b>	10,472	511,246	20,677,194
<b>15 to 19 years</b>	11,386	550,965	22,040,343
<b>20 to 24 years</b>	11,739	572,091	21,585,999
<b>25 to 29 years</b>	11,908	564,342	21,101,849
<b>30 to 34 years</b>	10,731	526,077	19,962,099
<b>35 to 39 years</b>	10,962	540,063	20,179,642
<b>40 to 44 years</b>	12,283	568,865	20,890,964
<b>45 to 49 years</b>	13,909	621,155	22,708,591
<b>50 to 54 years</b>	13,340	592,845	22,298,125
<b>55 to 59 years</b>	11,577	512,595	19,664,805
<b>60 to 64 years</b>	10,151	442,369	16,817,924
<b>65 to 69 years</b>	7,705	320,302	12,435,263
<b>70 to 74 years</b>	5,832	229,502	9,278,166
<b>75 to 79 years</b>	4,482	173,929	7,317,795
<b>80 to 84 years</b>	3,390	130,801	5,743,327
<b>85 years and over</b>	3,172	122,403	5,493,433
	<b>173,463</b>	<b>8,001,024</b>	<b>308,745,538</b>

Petersburg ranked highest in unemployment at 12.10 %, followed by Emporia at 9% with both being more than the Crater Region state’s unemployment rate of 7%. Sussex County at almost reached the region’s unemployment rate average at 6.8%.

### Population Change



	LWIA XV	(% change)	Number Change	Virginia	(% change)
<b>2000</b>	167,129			7,079,030	
<b>2010</b>	173,463	3.79 %		8,001,024	13.02 %
<b>2020</b>	175,655	1.26 %		8,744,273	9.29 %
<b>2030</b>	179,466	2.17 %		9,546,958	9.18 %
<b>2040</b>	180,726	0.70 %		10,201,530	6.86 %

Source: U.S. Census Bureau, Weldon Cooper Center for Public Service.

Crater Locality	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Colonial Heights	8,587	8,131	456	5.30%
Dinwiddie	13,371	12,711	660	4.90%
Emporia	2,352	2,141	211	9.00%
Greensville	4,259	4,018	241	5.70%
Hopewell	9,655	8,830	825	8.50%
Petersburg	13,343	11,727	1,616	12.10%
Prince George	14,673	13,920	753	5.10%
Surry	3,637	3,499	138	3.80%
Sussex	3,851	3,588	263	6.80%
<b>Regional Total</b>	<b>73,728</b>	<b>68,565</b>	<b>5,163</b>	<b>7.00%</b>

Source: - BLS, LAUS

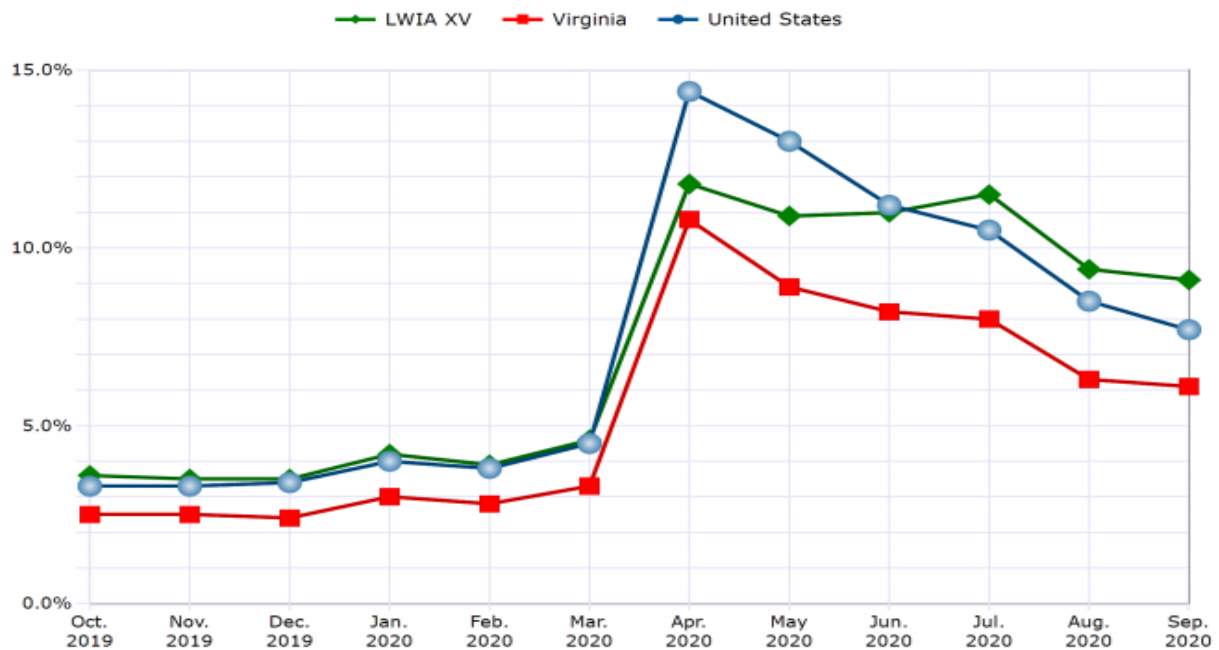
In the following charts, the unemployment rate for 2019 was 3.9% compared to 2.8% for Virginia, and 3.7% for the United States. The rate for the area is going down, from 4.3% in 2018. It was between 4-5% range through March of 2020 until the COVID 19 pandemic struck and it began to trend upwards to a high of 12% in April 2020, before gradually reducing to around 7% in September 2020.

### Unemployment Rates

	LWIA XV	Virginia	United States
<b>2009</b>	9.4%	6.7%	9.3%
<b>2010</b>	10.3%	7.1%	9.6%
<b>2011</b>	9.5%	6.6%	8.9%
<b>2012</b>	8.9%	6.1%	8.1%
<b>2013</b>	8.5%	5.7%	7.4%
<b>2014</b>	7.6%	5.2%	6.2%
<b>2015</b>	6.4%	4.5%	5.3%
<b>2016</b>	5.8%	4.1%	4.9%
<b>2017</b>	5.2%	3.7%	4.4%
<b>2018</b>	4.3%	3.0%	3.9%
<b>2019</b>	3.9%	2.8%	3.7%

Source: Virginia Employment Commission, Economic Information & Analytics, Local Area Unemployment

### Unemployment Rates – October 2019 to September 2020





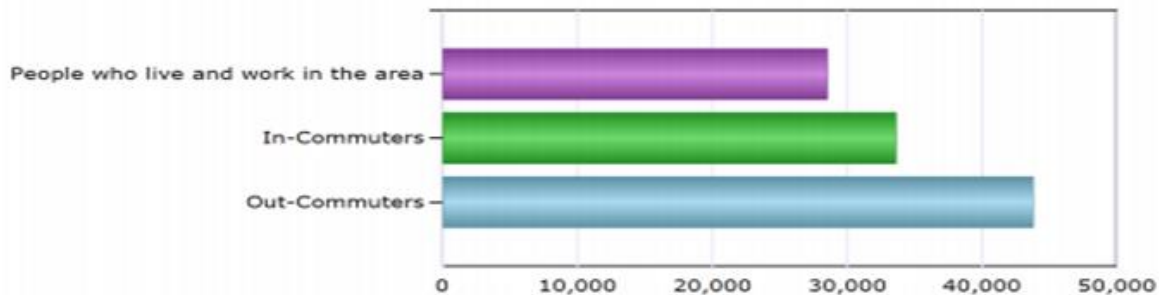
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Dinwiddie	13,371	12,711	660	4.90%
Emporia	2,352	2,141	211	9.00%
Greensville	4,259	4,018	241	5.70%
Hopewell	9,655	8,830	825	8.50%
Petersburg	13,343	11,727	1,616	12.10%
Prince George	14,673	13,920	753	5.10%
Surry	3,637	3,499	138	3.80%
Sussex	3,851	3,588	263	6.80%
<b>Regional Total</b>	<b>73,728</b>	<b>68,565</b>	<b>5,163</b>	<b>7.00%</b>

Source: - BLS, LAUS

### Commuting Patterns

There were 28,496 people who lived and worked in the Crater area in 2014. The number of out-commuters was 43,773 and 33,594 people were in-commuters. Out commuters are primarily commuting to Chesterfield County, Henrico County, Richmond City, Hanover, and Fairfax (a total of 26,044 individuals).



### In-Commuter and Out-Commuter Totals

Commuting Patterns	
People who live and work in the area	28,496
In-Commuters	33,594
Out-Commuters	43,773
<b>Net In-Commuters (In-Commuters minus Out-Commuters)</b>	<b>-10,179</b>

### Top 5 Places Resident are Commuting To

Area	Workers
Chesterfield County, VA	12,163
Henrico County, VA	5,707
Richmond City, VA	5,534
Hanover County, VA	1,322
Fairfax County,	1,318
	26,044

### Top 5 Places Resident are Commuting From

Area	Workers
Chesterfield County, VA	10,589
Henrico County, VA	2622
Richmond City, VA	1507
Hanover County, VA	1,191
Hanover County, VA	907
	16,816

Source: U.S. Census Bureau,  
On the Map Application and LEHD Origin-Destination Employment Statistics, 2014

Gender	LWIA XV	Virginia
<b>Male</b>	1,950	57,791
<b>Female</b>	2,478	68,534
<b>Unspecified</b>		

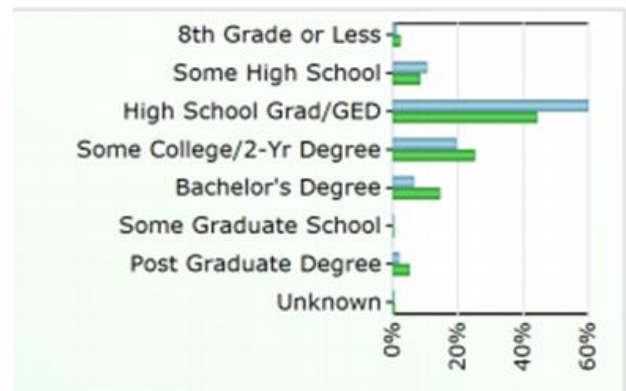
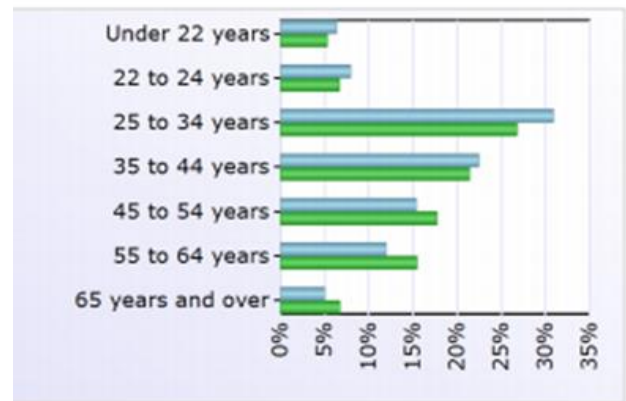
Race	LWIA XV	Virginia
<b>White</b>	1,093	55,165
<b>Black</b>	3,082	51,524
<b>American Native</b>	10	602
<b>Asian</b>	27	7,476
<b>Other</b>	204	10,945
<b>Hispanic or Latino</b>	12	613

Above it shows that females represent the largest workforce gender in the Crater Region at 2,478 and in Virginia at 68,534. For Race, Blacks represented the largest racial group in workforce.

Age	LWIA XV	Virginia
Under 22 years	281	6,661
22 to 24 years	352	8,423
25 to 34 years	1,368	33,810
35 to 44 years	994	27,042
45 to 54 years	681	22,367
55 to 64 years	530	19,529
65 years and over	222	8,493
Unknown		

Education	LWIA XV	Virginia
8th Grade or Less	47	2,785
Some High School	464	10,516
High School Grad/GED	2,656	55,954
Some College/2-Yr Degree	863	31,720
Bachelor's Degree	285	18,179
Some Graduate School	9	111
Post Graduate Degree	86	6,429
Unknown	18	631

■ Virginia
 ■ Crater Area (LWIA XV) -



Source: VEC, Economic Information & Analytics, Characteristics of the Insured Unemployed, October 2020

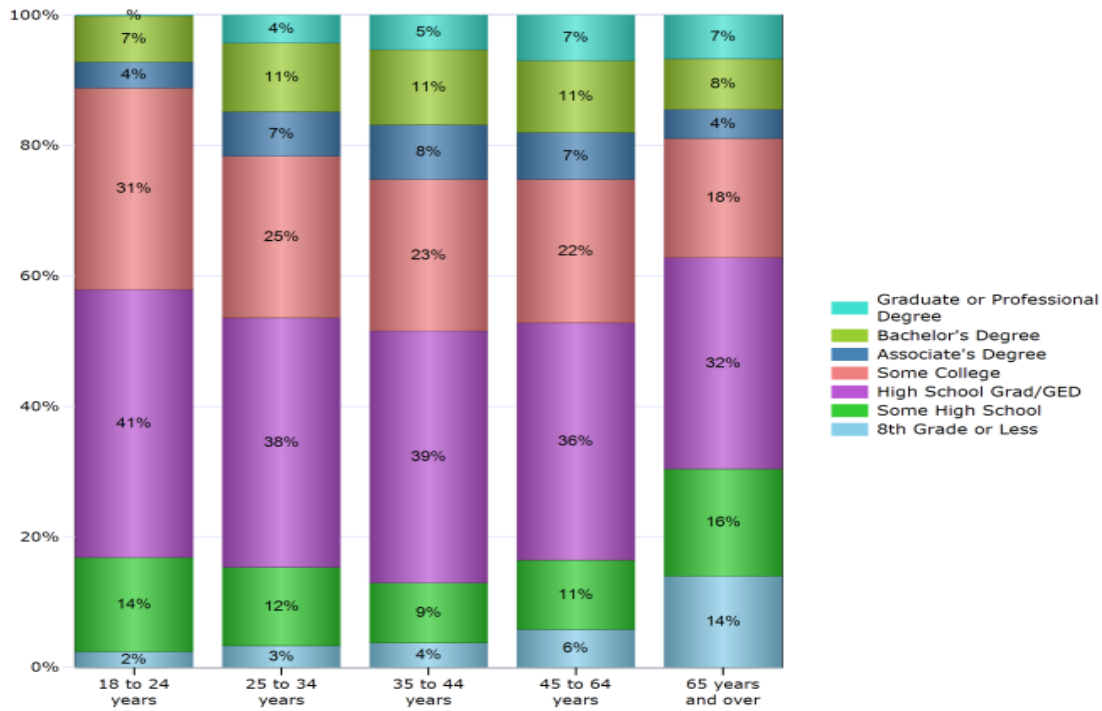
The next chart shows that less than 1% of the total population for the Crater region speak English ‘less than well’, compared to 2.58% of the population in Virginia.

### Population Totals for those that Speak English “less than well”

	Total	Speak English less than well	Percentage
LWIA XV	163,268	1,585	0.97%
	<b>Total</b>	<b>Speak English less than well</b>	<b>Percentage</b>
Virginia	7,800,044	201,628	2.58%
United States	298,691,202	13,400,003	4.49%

Source: U.S. Census Bureau  
On the Map Application and LEHD Origin-Destination Employment Statistics (VEC)

## EDUCATION ATTAINMENT BY AGE



	18 - 24	25 - 34	35 - 44	45 - 64	65+	Total
<b>8th Grade or Less</b>	395	783	822	2,836	3,676	<b>8,512</b>
<b>Some High School</b>	2,352	2,845	2,021	5,186	4,326	<b>16,730</b>
<b>High School Grad/GED</b>	6,687	9,045	8,479	17,747	8,525	<b>50,483</b>
<b>Some College</b>	5,036	5,854	5,094	10,722	4,805	<b>31,511</b>
<b>Associate's Degree</b>	647	1,616	1,848	3,524	1,167	<b>8,802</b>
<b>Bachelor's Degree</b>	1,149	2,485	2,520	5,375	2,042	<b>13,571</b>
<b>Graduate or Professional Degree</b>	21	1,015	1,168	3,399	1,764	<b>7,367</b>
	<b>16,287</b>	<b>23,643</b>	<b>21,952</b>	<b>48,789</b>	<b>26,305</b>	<b>136,976</b>

## EDUCATION ATTAINMENT BY GENDER

	Male	Female	Total
<b>8th Grade or Less</b>	4,896	3,616	<b>8,512</b>
<b>Some High School</b>	9,539	7,191	<b>16,730</b>
<b>High School Grad/GED</b>	28,561	21,922	<b>50,483</b>
<b>Some College</b>	15,236	16,275	<b>31,511</b>
<b>Associate's Degree</b>	3,344	5,458	<b>8,802</b>
<b>Bachelor's Degree</b>	5,890	7,681	<b>13,571</b>
<b>Graduate or Professional Degree</b>	3,013	4,354	<b>7,367</b>
	<b>70,479</b>	<b>66,497</b>	<b>136,976</b>

## EDUCATION ATTAINMENT BY RACE/ETHNICITY

	Less than high school diploma	High school grad, GED, or alternative	Some college or associate's degree	Bachelor's degree or higher	Total
<b>Race</b>					
White	8,978	23,320	19,097	11,932	<b>63,327</b>
Black or African American	12,329	18,792	14,036	6,230	<b>51,387</b>
American Indian or Alaska Native	99	86	128	55	<b>368</b>
Asian	334	291	201	940	<b>1,766</b>
Native Hawaiian/Pacific Islander	6	11	51	35	<b>103</b>
Other	391	787	435	396	<b>2,009</b>
Multiple Races	358	509	682	180	<b>1,729</b>
<b>Ethnicity</b>					
Hispanic or Latino (of any race)	1,129	1,511	1,421	677	<b>4,738</b>
	<b>23,624</b>	<b>45,307</b>	<b>36,051</b>	<b>20,445</b>	<b>125,427</b>

Source: U.S. Census Bureau  
American Community Survey, 2011-2015.

## Graduate Data Trends

### *Crater Area (LWIA XV)*

	Cert. <1 yr.	Cert. 1-2 yrs.	Assoc.	Cert. 2-4 yrs.	BA	Cert. Post-BA	MA	Cert. Post-MA	Ph.D.	1st Prof.
<b>2006</b>		20	209	16	689		138			
<b>2007</b>		9	209	17	716	0	137	0	5	
<b>2008</b>			174	12	599		99		9	
<b>2009</b>			165							
<b>2010</b>		191	192							
<b>2011</b>		39	211							
<b>2012</b>		149	224							
<b>2013</b>		19	236							
<b>2016</b>			267							

*Note: This table only reflects degrees completed from institutions within Crater Area (LWIA XV)*

### *Virginia Statewide*

	Cert. <1 yr.	Cert. 1-2 yrs.	Assoc.	Cert. 2-4 yrs.	BA	Cert. Post-BA	MA	Cert. Post-MA	Ph.D.	1st Prof.
<b>2006</b>	4,213	4,298	14,431	102	39,247	608	12,429	225	1,440	2,490
<b>2007</b>	4,478	3,686	15,519	116	40,381	650	12,781	252	1,516	2,626
<b>2008</b>	5,197	3,813	16,207	134	39,160	725	13,802	334	1,080	2,168
<b>2009</b>	6,259	4,587	17,179	85	40,233	756	15,445	300	925	2,064
<b>2010</b>	7,648	8,158	21,014	374	45,361	915	18,889	601	2,100	2,598
<b>2011</b>	6,972	12,557	24,306	473	49,109	1,055	20,697	727	2,329	2,658
<b>2012</b>	8,825	12,801	26,199	620	53,051	1,215	21,516	686	2,095	3,298
<b>2013</b>	8,153	12,179	25,854	484	54,778	1,067	22,782	706	2,230	2,963
<b>2016</b>	8,643	11,912	25,125	608	61,852	2,032	24,717	640	2,328	2,931

Source: U.S. Department of Education,  
Institute of Education Sciences (IES).

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

There are numerous and varied workforce development activities in the region that address the identified education and skill needs of the workforce and the employment needs of employers in the region. The Business Solutions Teams (BST) communicates with employers and stay abreast of current employer needs in terms of training, education and skills. The team approach allows for the current information to be disseminated to the workforce partners that provide the needed services, such as training and education. The Community College Workforce Alliance (CCWA) and John Tyler Community College (JTCC), as well as Virginia State University are represented on the teams and collaborate to provide the needed coursework and certifications.

The Business Services Team will be working to develop stronger relationships and collaborations with Southside Virginia Community College (SVCC). Approved testing centers have been established to provide opportunities for the workforce to obtain certifications. Southside Programs for Adult Continuing Education (S.P.A.C.E.) also provides Adult Education services for basic literacy and GED, including those who are Limited English Proficient (LEP).

The WIOA Adult, Dislocated Worker and Youth Programs provide Individual Training Accounts for tuition, books and other required training supplies for those eligible individuals. The CRWDB approves training vendors for the Eligible Training Provider List (ETPL) that provide training in the demand occupations of the local area and requires the provider and programs to be re-certificated annually to ensure the training leads to certifications and employment locally. On-the job training is used to meet the local employment needs. Jobs that do not require certifications but can be trained by the employer while on the job receive wage reimbursements during the contracted training period. Other workforce development activities include partnering with the Department of Labor and Industry (DOLI) for registered apprenticeships, especially in the electrical industries. Incumbent worker training is available as funding allows to assist in upskilling the current workforce. There are supportive service policies that are in place to facilitate successful completion of training programs by job seekers.

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

Strengths of the workforce development activities identified in 1.4 include an objective analysis by the CRWDB of the training provider performance in the approved programs to include outcomes for completion, certification, wages and employment. The CRWDB uses the data to assess whether to continue certain programs that do not meet performance outcomes or do not meet the needs of local employers.

The local training providers work well with local employers to involve them in developing curriculum that is consistent with their needs, especially for healthcare, truck driver training and customer services. Decreased funding for training programs leads to decreased opportunities for training, whether for tuition, on the job or incumbent workers. Low numbers of students enrolling in training programs creates limited opportunities and is a weakness in the area. It also limits the number of new programs and cohorts that can be delivered on an ongoing basis with rolling enrollment.

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

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

The area's comprehensive One-Stop System provides seamlessly aligned services and resources to serve the area's youth. The comprehensive system creates an opportunity to provide an integrated approach and expansion of the services delivered to at least 75% out of school youth ages 16 – 24 and a

up to 25% may be geared to in school youth primarily in the 11<sup>th</sup> and 12<sup>th</sup> grades in preparation for graduating.

The CRWDB and the Youth Contractor work to ensure more partners and community agencies are aware of the services available to youth through partner meetings, chambers of commerce, speaking engagements, Career and Technical Advisory Committees in the K-12 systems, Youth Committee, DARS (for those youth with disabilities), community colleges, adult education, employers, Business Solution Teams, re-entry councils and word of mouth from current youth successes. A universal referral system is in place to refer those Opportunity Youth to other agencies such as departments of social services, Department for Aging and Rehabilitative Services, and Adult Education.

The area develops a Request for Proposal (RFP) for WIOA Out-of-School Youth services in partnership with the Youth Committee, CRWDB and CEOs. Competitive procurement is used to negotiate the contract according to the Virginia Public Procurement Act and the local grant recipient for the CRWDB. The RFP targets those organizations and/or partners who have a positive track record of providing workforce development activities to the targeted youth with demonstrated outcomes and which are willing to enter into an innovative design and implementation plan to serve the targeted population successfully. As part of the procurement process, all contractors are required to demonstrate the ability to provide the fourteen (14) required program elements. If the youth contractor does not directly provide one of the elements, it must demonstrate the ability to make the element available and document how those services will be made available. The provisions of the 14 program elements are tracked monthly by CRWDB staff and reported quarterly to the Youth Committee, CRWDB and CEOs.

The required program elements must be addressed as part of the individual service strategy (ISS) for each WIOA youth. Each youth is assessed for basic skills deficiency using the TABE, and Career Scope is given to assess the career interests and aptitudes. In-depth interviewing and assessment of past educational accomplishments, work history, documentation of any disability and barriers to training and/or employment are taken into consideration to determine which of the program elements are needed to achieve the goals and objectives for training and employment identified in the ISS. The activities are coordinated for the participant by the youth case manager, who provides the opportunities, documents the activity and outcome, and records it in the state-wide database, Virginia Workforce Connection (VAWC). Once goals are achieved and outcomes documented, the ISS is revised to add other goals and objectives and further provide other program elements as needed.



Part of the procurement process involves identifying contractors with a proven record of successfully identifying, recruiting, and retaining out-of-school youth. Much of the success in these areas is dependent on relationships with the partner organizations. Planned recruitment strategies include outreach through community-based organizations, the Adult Education programs, departments of social services, coordination with the K-12 school districts for outreach to non-graduates or graduates who have no plans to further their education, and collaboration with the juvenile justice system and the foster care system. Recruitment and retention are difficult in a large rural area, but developing appropriate relationships with the youth, getting to know a family member that can assist in retention and communication, and providing activities that are motivational and age-appropriate are all effective strategies. It is important also to partner with other agencies so that the youth case managers have multiple locations to meet with participants, in addition to the local Workforce Centers, such as libraries, town offices, DARS, social services and other community partners.

For those who are not enrolled in WIOA and have significant barriers to employment (Opportunity Youth), appropriate referrals are made to adult education, DARS, Job Corps, social services, offices on youth, or other community action agencies.

Job Corps is not located within the local area, but referrals are made to Job Corps when appropriate. The area plans to involve youth in the apprenticeship program in the future through appropriate referrals and identification of apprenticeships in the ISS, when appropriate. Other efforts to coordinate with community colleges and institutions of higher education involve career fairs, recruitment trips to universities, and assistance with applications for admission and federal financial aid. Other coordination occurs with the Temporary Assistance for Needy Families (TANF) programs and Virginia Initiative for Employment not Welfare (VIEW) at the departments of social services to provide a source of referrals for youth and also for services the agencies can provide to eligible youth. There are no local offices on youth or youth opportunity grants in the local area.

Compliance with applicable child labor laws and safety regulations are written into the RFP and offerors must document that they will comply. The youth contractor procures a worker's compensation insurance policy to cover the youth while in work experiences and internships.

The CRWDB does not have a policy for pay for performance and therefore is not currently using it.

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

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

The Crater Regional Workforce Development Board consists of one Comprehensive Center and one affiliate centers that offer access to and delivery of youth, adult and dislocated worker services. The Region has also identified a satellite office in within one of the more rural communities that will offer modified services to the same population list above; however, this site will primarily focus on providing staff to accommodate WIOA services.

The Crater Regional Virginia Career Works One Stop Centers offer:

**BASIC CAREER SERVICES**

- ❖ Outreach, intake and orientation to the information, services, programs, tools and resources available through the Area 15 workforce system.
- ❖ Initial assessments of skill level(s), aptitudes, abilities and supportive service needs.
- ❖ In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment).
- ❖ Access to employment opportunity and labor market information.
- ❖ Performance information and programs costs for eligible providers of training, education and workforce services.
- ❖ Information on performance of the local Workforce system.
- ❖ Information on the availability of supportive services and referral to such, as appropriate.
- ❖ Information and meaningful assistance on UI claim filing
- ❖ Determination of potential eligibility for workforce Partner services, programs, referrals.
- ❖ Information and assistance in applying for financial aid for training and education program not provided under WIOA.

The resource room provides Internet access through multiple computers, printer, fax, phone, and copier to assist the job seeker in searching and applying for jobs. Local newspapers are available for jobseekers to access local job vacancies that are not posted in the Virginia Workforce Connection (VAWC). A brochure rack displays information regarding partner services within and outside of the Center as well as flyers that are helpful in interview skills, job search, and other tips for successful employment. Staff is available to assist the customers in accessing the basic career services. Assistive technology is available for individuals with disabilities such as screen readers, universal design workstation, ergonomic keyboard, and TTY connection. The television in the waiting room displays a loop of information regarding upcoming classes at the Center such as computer literacy, veteran services, special grants, job fairs and other upcoming events. A power point presentation is available as an orientation to the Center for customers who are new to the Center.

### **INDIVIDUALIZED CAREER SERVICES**

- ❖ Comprehensive and specialized assessments of skill levels and service needs.
- ❖ Development of individual employability plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals.
- ❖ Referral to training services.
- ❖ Group counseling.
- ❖ Literacy activities related to work readiness.
- ❖ Individual counseling and career planning
- ❖ Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance.
- ❖ Work experience, transitional jobs, registered apprenticeships and internships.
- ❖ Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training.

- ❖ Post-employment follow-up services and support (Is not an individualized career service but listed here for completeness).

### **TRAINING SERVICES**

- ❖ Occupational skills training through Individual Training Accounts (ITAs)
- ❖ Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above.
- ❖ On the Job Training (OJT)
- ❖ Incumbent Worker Training
- ❖ Programs that combine workplace training with related instruction which may include cooperative education.
- ❖ Training programs operated by the private sector
- ❖ Skill upgrading and retraining
- ❖ Entrepreneurial training
- ❖ Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
- ❖ Other training services as determined by the workforce partner's governing rules

### **FOLLOW UP SERVICES**

Follow-up services are provided by staff and include counseling regarding the workplace for WIOA participants in unsubsidized employment for 12 months after the first day of employment. Follow-up is performed by contacting the WIOA participant by phone, email, text or letter at least once a month during the first three months of follow-up. During the second and fourth quarters of follow-up, the participant is contacted during the first months of the quarter in order to provide assistance to retain or obtain employment if needed. Contact is also made by the case manager during the third quarter of follow-up.

Documentation of employment or credential attainment that was not achieved during program participation is performed during follow-up.

The CRWDB has a self-sufficiency local policy based on the 200% Lower Living Standard Income Level (LLSIL) for each county as published annually by the Department of Labor.

The CRWDB's definition of hard-to-serve populations with additional barriers to employment includes customers without a high school diploma/GED, lack of basic computer skills, veterans, ex-offenders, individuals with disabilities, persons identified with basic skills deficiencies and/or customers that are English-language learners, in poverty, SNAP recipients, single parent families, youth aged out of foster care, and disconnected youth.

## **Section 2: Strategic Vision and Goals**

### **2.1 Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment).**

The CRWDB's mission is to align workforce services to meet the needs of local employers as well as job and education seekers.

The CRWDB's strategic vision is to be the comprehensive human capital resource for businesses and job seekers in the Crater Region.

The CRWDB's strategic goals are:

1. Establish new regional partnerships to provide the workforce services and resources that customers need.
2. Create a streamlined system of customer-facing workflows that is accessible to all customers, regardless of the barriers they face.
3. Improve communication of workforce services and programs to employers, job seekers, education seekers, and workforce partners.
4. Reduce regional workforce system barriers through innovative solutions and collaboration.
5. Establish a culture of continuous improvement by providing enhanced professional development opportunities for the CRWDB board members, board staff, and regional leadership.

### **2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan**

The strategies identified in the Virginia Combined State Plan focus on providing services to job seekers as well as businesses. These strategies seek to help individuals gain access to jobs that pay family-sustaining wages in high demand occupations. The overall goal is to develop a qualified and desirable workforce that meets the current and anticipated needs of Virginia businesses. Other strategies in the Combined State Plan include strengthening outreach efforts and reducing workforce system barriers.

The CRWDB vision and goals mirror the vision and goals presented in the Combined State Plan. In order to help individuals, obtain these well-paying jobs and meet the needs of businesses, the CRWDB needs to explore additional regional partnerships and focus on accessible workflows. The CRWDB also seeks to focus on outreach and communication efforts as well as reducing system barriers. The CRWDB vision and goals implement the statewide vision and goals at the regional level. The CRWDB aims to increase its effectiveness in local workforce implementation by encouraging board members, staff, and other regional leadership to undertake new professional development opportunities. All of these efforts together will support the advancement of workforce development in the Crater region.

**2.3 Describe how the local board’s vision and goals align with and/or supports the vision of the Virginia Board of Workforce Development (VBWD)**

The vision of the VBWD is **“Every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.”** The goals of the CRWDB seek to implement this vision at the regional level.

Providing resources so that individuals can develop more skills and obtain well-paying jobs is central to the CRWDB vision and goals. These resources will be provided through the board’s partnerships and streamlined workflows. Additionally, improvements to outreach and communication efforts as well as a reduction in system barriers will support this provision of resources to individuals and businesses. The CRWDB aims to increase its effectiveness in local workforce implementation by encouraging board members, staff, and other regional leadership to undertake new professional development opportunities. All of these efforts together will support the advancement of workforce development in the Crater region.

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

The CRWDB values strong partnerships and the resulting coordination of services and resource sharing. Specific roles and resource contributions are detailed in the One-Stop Memorandum

of Understanding (MOU). Partner staff continue to have regularly scheduled Management Team meetings to discuss options for additional resource sharing opportunities that support stronger integrated service delivery for our customers--the jobseekers and the businesses. The programs included in the system are as follows:

- WIOA Adult, Dislocated Worker and Youth
- Adult Education and Literacy
- Carl Perkins Post-Secondary Career and Technical Education
- Wagner-Peyser
- Unemployment
- TRADE
- Jobs for Veterans State Grant Programs
- Vocational Rehabilitation Programs
- Title V Older Worker Program
- TANF and SNAP

The CRWDB Public Outreach Committee is also working to convene an expanded or larger core group of stakeholders from Crater Region to provide consistent flow of information dissemination.

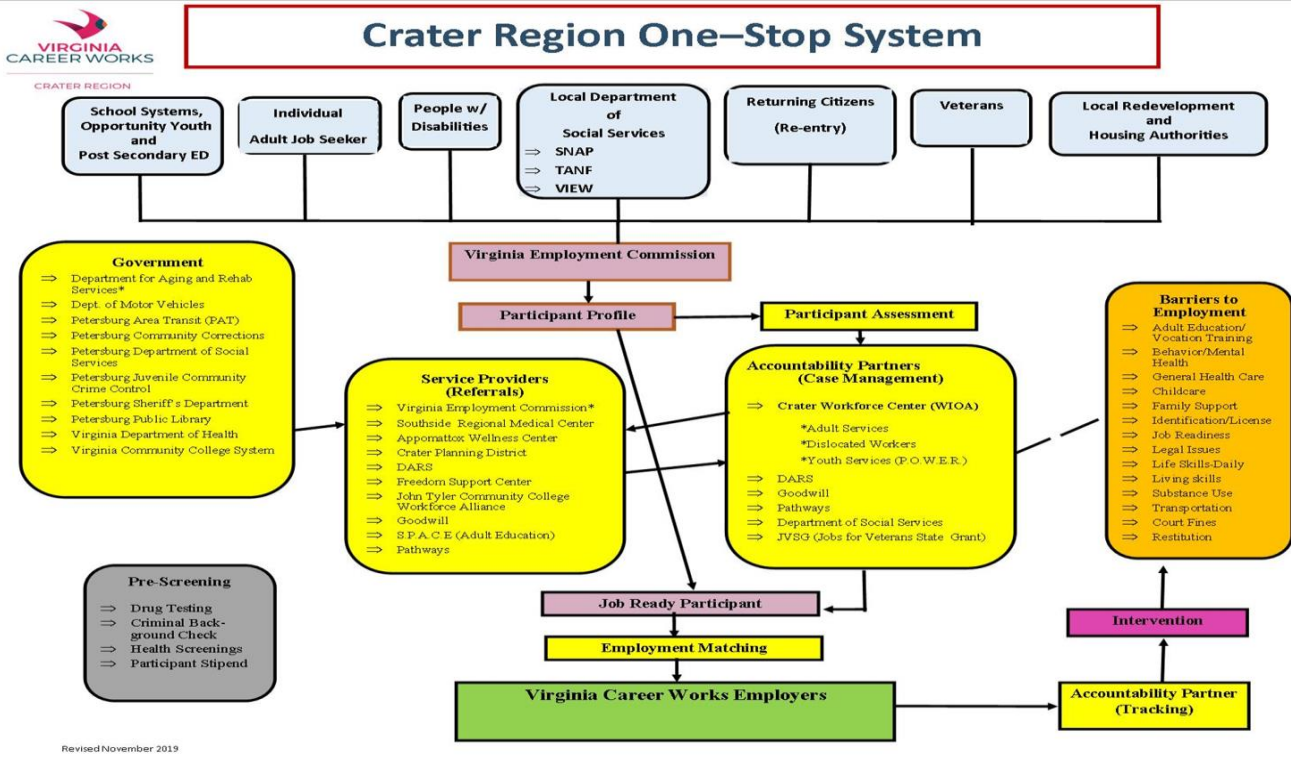
All partners were given the opportunity to participate in the local board's strategic planning process and provide input. The CRWDB works with the entities carrying out the core programs and other workforce development programs, including Carl Perkins Career and Technical Education and the community college to carry out the local and state strategic vision and goals through alignment of resources and integration of services. Through the continued engagement of the Strategic Planning Taskforce, the CRWDB is working to develop specific strategies that will be used to carry out the core programs and alignment of resources to achieve the vision and goals in Area 15.

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

- ***Regional vision for workforce development***
  - ***Protocols for planning workforce strategies that anticipate industry needs***
  - ***Needs of incumbent and underemployed workers in the region***
  - ***Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships***
  - ***Setting of standards and metrics for operational delivery***
  - ***Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system***
  - ***Generation of new sources of funding to support workforce development in the region***
- Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).***

The CRWDB’s strategic vision is to be the comprehensive human capital resource for businesses and job seekers in the Crater Region. The CRWDB will work diligently and strategically to advance this vision by serving as a vital agent to build effective partnerships, act as a convener of stakeholders and elected leaders across political boundaries, strategically invest in program innovation, and advocate to ensure broadband access for all as work and service delivery becomes more virtual.

Through the development of an Action Plan to facilitate the strategic plan, the Strategic Planning Taskforce (SPT) of the CRWDB will develop the protocol for planning new and innovative workforce strategies to anticipate industry needs through monthly meetings, email correspondences, and/or use of shared drives. The SPT currently consist of the Executive leaders of the CRWDB and CEOs. However, participation from at least half of the nine local jurisdictions will be requested moving forward. Our strategies under consideration will include a more precise marketing plan that focus on **Outreach** across Sectors/Career Pathway, **Delivery of Services** and Better **Connections to Businesses**. We believe that the chart below provides a visual to our approach.



Revised November 2019

Our plan is to develop and deliver services to individuals who are underemployed to expand the talent pipeline of youth and adults for employers, implement a system-wide approach to developing the essential work ready skills employers require for the current and future workplace, and convene state and local influencers to identify solutions collectively that will impact systems change around key workforce



issues. In addition to specific workforce development opportunities, the Crater Region has focused heavily on trainings for working with the Department of Social Service clients considered as Able-Bodied Adults without Disabilities (ABAWDs) as a response to prepare for state wide changes related to the work waiver. We firmly believe this effort was a cross training and outreach effort serving as a win-win for everyone.

It is important to recognize that planning workforce strategies is a continual process to ensure the right people with the right skills and capabilities necessary for the work requirements are available in the right numbers. At the same time, the CRWDB must meet legislative, regulatory, service and performance requirements and organizational goals and objectives.

The needs of incumbent and underemployed workers are addressed by working in partnership with DARS, local training providers and businesses to align career pathways with those occupations in demand. Strategic investments of funds and opportunities for training in higher skilled jobs and providing opportunities such as on the job training and incumbent worker training to position employees for better paying jobs will better meet the needs of the underemployed. Other initiatives to address the underemployed and incumbent workforce are to use WIOA Adult training funds to subsidize tuition for eligible individuals for credential attainment, work with training providers to ensure that job placement is the focus at the end of every training program, continue to provide a more efficient job placement infrastructure through alignment of public and private services, and establish a method to connect underemployed individuals to the services they may need to work full-time (i.e., childcare, transportation)

The CRWDB will work more robustly to partners with the Department of Labor and Industry (DOLI) and Community College Workforce Alliance, the Community Colleges and other training providers to develop pre-apprenticeships and registered apprenticeships. On-the-job training contracts are in great demand in the area as well and are used extensively to meet business needs. Adults and youth jobseekers are provided the opportunity for these services, and support services are provided to enable them to be successful. Job retention is also part of the One Stop plans for on the job training and apprenticeships, since many of the employees may be new to the industry or to the world of work. The CRWDB will work more aggressively to track the outcomes by employer to ensure standards are met as well as performance metrics for sustained employment through four (4) quarters.

As we move forward, monetary and in-kind contributions that support the workforce development system are used to provide services and operational support to the system and align with

business and industry needs. The CRWDB may explore the possibility of identifying a new fiscal agent and/or forming a non-profit organization to allow for additional grant opportunities and donations.

### **Section 3: Local Area Partnerships and Investment Strategies**

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

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

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

The CRWDB values strong partnerships and the resulting coordination of services and resource sharing. Specific roles and resource contributions are detailed in the One-Stop Memorandum of Understanding (MOU). Partner staff continue to have regularly scheduled Management Team meetings to discuss options for additional resource sharing opportunities that support stronger integrated service delivery for our customers--the jobseekers and the businesses. The programs included in the system are as follows: WIOA Adult, Dislocated Worker and Youth, Wagner-Peyser, Trade, Vocational Rehabilitation, Adult Education, Perkins Career and Technical Education, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Title V Older Workers, Reemployment Services and Eligibility Assessment (RESEA), and Jobs for Veterans State Grant (JVSG).

The CRWDB supports the state policy related to Quality Standards for programs operating in the Workforce Centers. The balanced scorecard approach using an established “dashboard reporting system” of monitoring customer relations, operations, professional development, and resource management are emphasized to all contractors and partners. Reports are reviewed by the CRWDB quarterly documenting the quality standards and reviewed by CRWDB staff and Executive Leaders. In providing high quality customer satisfaction, the CRWDB advances concepts that are in support of the state plan such as “no wrong door,” collaborative service delivery with a programmatic continuum, affirmative referrals and total customer satisfaction. In oversight of operations, the CRWDB supports the state plan in oversight of the processes for intake, assessment, and screening; job placement, training, and skills development; and employer outreach and business services. In support of professional development, opportunities provided by all partners are shared and other grant funding is used to help offset costs of staff development. The CRWDB reinforces the commitment to co-location and resource sharing to support resource management. The CRWDB and the CEO are provided with dashboard information as compiled

by the One Stop Operator. The Executive Committee provides a higher level of Policy/Oversight to the Operations and Administration on behalf of the CEOs.

The CRWDB works with the entities carrying out the core programs and other workforce development programs, including Carl Perkins Career and Technical Education and the community college to carry out the local and state strategic vision and goals through alignment of resources and integration of services. Strategies are being developed for this area.

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

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

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

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

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

The entities serving on the Business Solutions Teams in the region continue to involve employers in the development of new workforce initiatives by engaging them to meet their needs. On-site visits to employers to identify needs is one strategy used to engage employers. Additionally, employers are invited to speak at BST meetings to make the Team aware of the employer needs. Economic development staff from the local and state levels are a part of the BSTs and staff members communicate existing and potential prospect needs to the team.

By being proactive and responsive to the business communities we serve, we can ensure that our region has a well-trained and skilled workforce and that all employers have the tools and manpower they need to be successful. Our region will continue to engage not only as many employers as possible, but also provide outreach through other means such as chambers of commerce, economic development organizations, industry associations, social media, our website, and community events. In order to assist

in this endeavor, we have a Business Solutions Manager to serve our regional workforce area. The CRWDB will initiate sector strategy initiatives to convene industry sectors and further engage employers to address their needs.

Our region embraces stackable credentials in high demand occupations in career pathways. The CRWDB collaborates with employers, John Tyler Community College, Southside Virginia Community College and other training vendors to encourage the use of industry-recognized credentials versus traditional for-credit training. Discussions regarding new workforce initiatives take place during CRWDB meetings, CEO meetings, CTE Advisory Committee meetings, BSTs, Open Houses of Chambers, and other employer-led initiatives such as the Industry Roundtables and Business Special events.

The Crater Regional Workforce region utilizes an integrated approach to identify specific workforce needs of its employers. Through an integrated form of outreach, the BST members share the needs identified from visits/contacts with employers to the Single Point of Contact (SPOC). The SPOC facilitates the delivery of the appropriate service with the partner that can provide the services. The SPOC also provides the follow-up and oversight to ensure the service is provided in a timely manner to the employer. It is envisioned that the Business Solutions Teams that serve our region host regular meetings as agreed upon by all Partner Team members to discuss the outreach efforts, services rendered, and de-brief on any improvements that could have been made to ensure continuous quality improvement. The services are documented by each partner on a shared drive in Google Sheets in order to prevent duplication of services.

Employer engagement occurs on many levels in our region as demonstrated by the following:

- Large and small businesses are invited to attend and often speak at our business solutions team meetings.
- Strong efforts to serve our in-demand industries
- The regional Coordinator of Statewide Rapid Response Activities partners with the BSTs to provide LMI, quarterly business seminars, and additional funding when needed for layoff prevention.

The Business Solution Teams that serve our region strive to support the needs of our local workforce development system through an integrated approach. The services they provide our local businesses to help them succeed are numerous, such as recruiting, candidate assessment, job-matching, training, and placement services. Partners come together to offer these services in a seamless manner, which is

coordinated by the SPOC. Emphasis is on meeting the business need at the speed of business with a maximum 24–48-hour response time to a request.

In order to coordinate our regional workforce and economic development programs our region is working to help areas become “Certified Work Ready Communities” to make them more business friendly for economic development. We aim to maintain open communication channels with our CEOs to stay apprised of current employer needs and future prospects and expansions.

In order to strengthen the linkages between the one stop delivery system and unemployment insurance programs, the following strategies are used:

- WIOA adult case managers attend Reemployment Services and Eligibility Assessment (RESEA) sessions that are hosted in the Workforce Centers, as appropriate.
- RESEA and WIOA staff jointly conduct assessments for participants to determine eligibility and to identify what other services they may need.
- Workforce Center staff provides assistance to RESEA customers to ensure that they enroll in VAWC.
- Staff assists them with entering their resumes into VAWC.
- Staff works with the unemployed claimants to demonstrate the Job Search feature in VAWC and assists them with connecting to job placement services.
- Workforce Center staff continues to innovate new ways to connect one stop customers with industry/sector strategies and career pathways that meet the needs of laid-off workers and employers in our region.
- BSTs will on strengthen efforts to develop on-the-job training opportunities from job orders to provide an opportunity to explain the programs to employers who have never used the “system”.
- Employers who have used on-the-job training or incumbent worker training successfully are asked to serve as “spokes-persons” at chamber events and other business-led meetings.

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

The CRWDB recognizes the importance of a partnership between workforce and economic development. Workforce, economic development entities, and education leaders provide a collaborative approach that creates an environment where significant job creation can occur by placing greater emphasis on coordinating instead of duplicating efforts. The role of the CRWDB as regional convener serves as a means for future economic success and long-term growth in the region. Examples of collaborative efforts are described below.

Our region also has representation on our Business Services Committee and BST from the Virginia Economic Development Partnership and the Virginia Gateway Region (VGR). Efforts are being made to strengthen our relationship with the Crater Planning District Commission (CPDC).

As emphasized in the 2020 Comprehensive Economic Development Strategy, the CPDC facilitates an ongoing economic development strategy planning process through the engagement of public and private sector stakeholders who are committed to innovation in the expansion of the District's economic base. This document also noted that these stakeholders recognize the need for strengthening the District's workforce by providing the education necessary for the creation of higher skilled, higher wage jobs that will result in a region that is attractive to investment and offers a high quality of life for its citizens

Virginia's Gateway Region (VGR) continue to be an active participant in shaping the future economic climate of the area and has been a critical partner who has a trusted reputation. The CRWDB values the relationship with VGR and recognizes that the organization is a catalyst in the Crater Region helping to guide economic development partnerships between public entities and private industries by marketing all of the localities in the Crater Region.

Each of these entities have a shared vision to strengthen our economy and to develop the workforce and to leverage resources at the local, regional and state levels. Utilizing a sector strategy approach, the collaborative promotes regional partnerships of employers, educators, workforce developers and other stakeholders to address the skills needs of regional employers. Within these partnerships, are the efforts towards capacity building, systems change and policy advocacy. The CRWDB will start to utilizes a sector strategy approach as the primary means to support employers. and other workforce initiatives that assist in economic development in area 15.

In future efforts to promote entrepreneurial skills training and microenterprise services, the CRWDB plans to partner with the Longwood Small Business Development Center (SBDC). Persons

interested in starting a new business will be referred to the Longwood SBDC through the local workforce engagements. Service offerings will include business plan development, loan packages, financial analysis, sales strategy, business education, training and marketing.

The Virginia Career Works Centers provide referrals of jobseekers, on-the-job training, assessments, interview space and other human resource needs once the businesses are operational. Staff of the Longwood SBDC will be invited to take part on the Business Solutions Teams and the services of the SBDC are marketed along with the other services of the Virginia Career Works Center core partners to better serve businesses.

The CRWDB receives periodic updates regarding upcoming projects through various newsletters of our Chambers and the Virginia Gateway Region. GO Virginia was created to restore Virginia's position of economic leadership by creating state financial incentives, providing technical support and other assistance that will encourage collaboration on private sector growth and job creation by business, education and government in the region.

Due to the diversified needs and large geographic area of the region, the CRWDB plans to create two or three Business Service Teams:

- ✓ **Southside Business Solutions Team** (will serve the City of Emporia, Greensville County and parts of parts of Dinwiddie County). When working with these communities, it is evident that they share many of the same resources. One of the main resources is that of Southside Community College System.
- ✓ **Tri-City Plus Business Solution Team** (will serve Hopewell, Prince George, Colonial Heights, Petersburg, and Prince George, Surry and Sussex). The Tri-Cities of Virginia is an area in the Greater Richmond Region which includes the three independent cities of Petersburg, Colonial Heights, and Hopewell and portions of the adjoining counties of Chesterfield, Dinwiddie, and Prince George in south-central Virginia. Other unincorporated communities located in the Tri-Cities area include Ettrick, Fort Lee, and City Point, the latter formerly a historic incorporated town which was annexed to become part of the City of Hopewell.
- ✓ **Surry/Sussex Business Solutions Team** will convene together, as needed, to discuss their unique needs as rural communities geographically located in close proximity to each other. These two communities have the capacity to share several regional resources such as services provided by the Improvement Association, The James House, Health Departments, the Virginia Cooperative Extension, and Housing Authorities. These resources would be useful with helping with Outreach to local job

seekers because of the services they are known to provide and many are known to already have functionable working agreements.

In the future, the CRWDB's goal is that the Business Services Teams and/or the Public Outreach Committee will consist of local Economic development representatives and core partners who will make up the teams to collaborate with local businesses to address needs related to talent attraction, development, expansion and growth.

The CRWDB also works with several chambers of commerce and participates in various events to support business growth. The CRWDB will continue to strengthen these and other partnerships for mutual and future growth opportunities. The CRWDB hopes to establish additional outlets that may exist in each of the localities to include working with the tourism and parks and recreation departments that often work closely with economic development representatives.

Special initiatives will be coordinated to strengthen relations with the veteran's population and transitioning Soldiers. The WIOA Services Providers regular seek to engage in orientations and program outreach to this important community as a strategy to connect service members with resources and training opportunities.

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

The CRWDB Youth Committee meets quarterly to discuss coordination of educational and workforce programs and activities to align strategies with other organizations and enhance service, and avoid duplication of services. The CRWDB Staff has met with John Tyler Community College to discuss new opportunities to enhance services and opportunities to the Crater Region. CRWDB Staff also participates on the John Tyler Community College Board's Peer Consortium. and identifies other areas of activity with secondary and post-secondary education programs that lead to local in-demand jobs.

CRWDB members and staff serve on the K-12 Career and Technical Education (CTE) Advisory Committees in the majority of all nine localities and coordination occurs with credential attainment, jobs in demand, and curriculum. The CRWDB Executive Director meet periodically with the regional Career Technical Education Advisory Team to discuss ways to coordinate strategies, enhance services, and avoid duplication of services. The CRWDB staff plans to meet with the Virginia State University Trio Program to



further discuss their programs to help rising and current seniors to prepare for post-graduation such as financial aid, new non-credit training programs, supportive services and employment. The Career and Technical Education (CTE) Advisory Committee. CTE Advisory Committee is working to promote its “Diploma Seal Initiative” that will help high school graduates to have the career readiness core skills that employers are looking for upon hiring. The Job Assistance Center (JAC) in collaboration with SVCC, and the K-12 CTE Directors coordinate job fairs and other workforce development activities that support employment.

Secondary and post-secondary representatives serve on the Business Services Teams and strategize how to provide businesses with their graduates and services. The CRWDB Executive Director has now been engaged with the Southern Virginia Education Center (SVEC) Board of Directors and is working with the group to identify new ways to “grow and expand “enrollment of Southside Community College. The youth, adult and dislocated workers service providers are also encouraged to develop relationships with the areas secondary and post-secondary institution.

The CRWDB has the capacity to leverage resources and funding to assist prospective and/or currently enrolled students in these post-secondary institutions. The CRWDB seeks partnerships to support grant opportunities that improve access and programming for workforce development activities and prevent duplication such as through a recent partnership with Southside Transformation Opportunities for Residents and Youth (STORY). STORY is a charitable organization located in the City of Hopewell, and is governed by a volunteer board of directors representing public housing community residents, local and regional government, and community-based agencies. STORY’s mission is to provide access and exposure to programs and services that will renew minds and restore hope for low-income individuals and families in the Southside Region. The goal of the Partnership for Healthy Public Housing Communities is to create, expand and solidify a formal system plan to address health disparities among residents of public housing communities in Hopewell.

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

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 have played a role in certifying all career readiness certificates that are obtained in the Crater Area.

The CRWDB recognize that opportunities exist where there could be more integration into the day-to-day operations of the Workforce Centers and on the campuses, such as in admissions and financial aid departments. During the time of COVID-19, the CRWDB Staff and BST have explored virtual options for orientations, enrollment and trainings to better meet the needs of customers. The current WIOA adult and dislocated worker provider, The Workplace, has established a functioning relationship with John Tyler Community College Business, Engineering & Technology Department. Discussions are being held with John Tyler to participate in onsite and virtual events with the Business Solutions Teams. The CRWDB is currently working with JTCC to update their list of education and training offerings and to ensure that they have an up-to-date program list offering that is approved on the eligible training providers list for the state. The CRWDB will continue to identify new opportunities for the Community Colleges to participate in Center programs and activities such as future participation in quarterly regionwide outreach events.

The Community Colleges will continue to be encouraged to provide referrals to the Centers for services by the Virginia Career Works-Crater Region Partners as a part of its standard operating procedures. New program information provided by the Community Colleges is shared as it is received by either the CRWDB. The CRWDB Staff is strategizing new ways foster new and improved communications and how to collaborate and provide access to those in need of the programs.

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

Supportive services are those services or activities necessary to reduce or eliminate barriers to obtaining or retaining employment. The CRWDB allows the use of supportive services after a needs assessment has been completed and other sources of support are not available. In order to assist with the provision of transportation services, customers attending training, participating in work experiences or interviewing for employment are subject to mileage reimbursement for each round trip documented. Public transportation is not available and due to the rural nature of the area, customers travel long distances to attend training. In addition to transportation, other supportive services include funding books, immunizations, drug screens, certification fees, tools, uniforms, and other items required for training or employment.

If any of these items are provided by the employer or another source, the service is not funded through WIOA Title I. If a customer is served by more than one agency in the Workforce Center (such as TAA, WIOA and DARs), a meeting can be convened or coordinated by the service provider's case manager and then, with input from partners, a collaborative plan can be formed to blend funds to provide the best non-duplicative services for the customer. Ultimately, the service is driven by a participant's Individual Services Strategy plan as it mostly would have already been identified as a barrier during the enrollment process.

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

Wagner-Peyser is a labor exchange program that brings together individuals who are seeking employment with employers who are seeking employees. The Virginia Employment Commission (VEC) administers the labor exchange, which has the capacity to assist job seekers to find employment, to assist employers in filling jobs, and to facilitate the match between the two groups. Labor exchange services fall under the basic career services identified in WIOA. Self-services are available to all job seekers and employers either at workstations at the Workforce Centers or through personal computers through the Internet.

To maximize coordination, improve service delivery and avoid duplication of Wagner-Peyser services, all customers are entered into the state database, Virginia Workforce Connection (VAWC), as a jobseeker or an employer when they are seeking services through the Workforce Centers, regardless of the entry point or partner serving them. The VEC provides Wagner-Peyser reports to the SCWDB and partners to track use of the system, such as new job seekers registered, job orders received, job matches, new employers registered, and employment.

Business service team members, regardless of partner, gather the needed information to input job orders. The job openings are shared at team meetings through the use of a shared document. As part of the business services team, the Wagner Peyser staff works with other Center staff to provide assistance with all human resources demands, such as screening qualified applicants, assessing/testing applicants and assistance with application processing, job fairs, on-site visits, tax incentive information, and mass recruitments. Protocols and procedures are detailed in the Business Services Agreement and MOU for the One Stop System.

A transition plan was developed for turning the Wagner-Peyser duties back to the VEC for a smooth transition for employers and jobseekers. During the COVID-19 Pandemic, the Wagner -Peyser services were provided by the CRWDB through the Title I staff. A MOU between the VEC and the local board outlined the duties and responsibilities that were to be performed during the contract period to avoid duplication of services.

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

The CRWDB has a strong partnership with the provider of adult education and literacy activities, Southside Program for Continuing Education (S.P. A.C.E.), to ensure uniformity and minimize duplication of effort. The partnership allows the Workforce Centers to offer an integrated menu of workforce development services to employers and a host of potential jobseekers. The CRWDB and S.P.A.C.E. are parties to a Memorandum of Understanding for provision of adult education and literacy services in Area 15. S.P.A.C.E. provides the English language skills, adult basic education and GED preparation that adults need to further their education at the post-secondary level and obtain employment. Through the use of an integrated intake system, customers are automatically screened and referred for adult education and literacy services. Jobseekers who are assessed as basic skills deficient are given priority of service and referred to S.P.A.C.E. for provision of adult education services. Customers are dual enrolled in WIOA and Adult Education concurrently and services are provided to increase basic skills levels, enroll in other workforce development programming or on the job training.

Adult education applications were submitted to the CRWDB for review and approval prior to submission to the Virginia Department of Education/Adult Education. A team appointed by the CRWDB, consisting of Board members and Board staff, review the applications, scored them and submitted results to the Department of Education to ensure alignment with the local plan.

**3.9 Describe how the local plan shall:**

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

The CRWDB outlined the policies and protocols for engaging employers by developing a Business Solutions Team Agreement. All partners who are members of the three BSTs at the Virginia Career Works Centers are required to sign and adhere to the policies and protocol defined therein. The document outlines the vision and mission of the CRWDB, roles and responsibilities of the partner in providing business services in a collaborative manner including single point of contact and timelines for responding to business needs. CRWDB participation on the BST is required and optional partners and some are Team members are co-located and some are not. The agreement adheres to a single point of contact which is Operational Director (now known as the Program Director) for the region.

Through direction of the CRWDB, the One Stop Operator will conduct ongoing evaluation of its center operations, providers and customers to ensure the highest level of workforce development services for the Crater Region. This may include partner meetings, customer satisfaction surveys and integration of input from outside sources.

The BSTs will involve employers in the career pathways/sector strategies for the region to better meet the needs of the businesses. CRWDB will identify employer's workforce needs by identifying the competencies employers categorize as work ready by creating a list based on local feedback from employers and national research on the skills required for the future workplace. Upon local employer validation, convene partners to ensure that the essential skills/competencies are a focus of their employability training programs and that they are using curriculum aligned to teaching the skills that support the employers' needs.

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

The CRWDB has established a priority of service policy for in Area 15 that defines the populations who are to receive priority of service in the Virginia Career Works Centers to include; veterans, low-income individuals, recipients of public assistance and individuals who are basic skills deficient. At least 51% of customers enrolled into WIOA as adults must meet the definition of hardest to serve which refers to those who are recipients of public assistance, other low-income individuals (poverty or 70% LLSIL), and individuals who are basic skills deficient. These recipients must meet all criteria for WIOA enrollment (career and training services). Income must be evaluated to determine whether the customer falls into the priority of service for training.

The following sequence of services priority will apply:

✓ First Priority-Recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the local workforce area who are covered persons with respect to veterans' priority.
✓ Second Priority-Recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the local workforce area.
✓ Third Priority-Covered persons with respect to veterans' priority not considered to be recipients of public assistance, low-income or individuals who are basic skills deficient in the local workforce area.
✓ Fourth Priority-Adults not considered to be recipients of public assistance, low income or individuals who are basic skills deficient in the local workforce area.

For programs that have existing statutory priorities that target certain groups, such as WIOA Adult and Youth programs, veterans' priority is applied to covered persons that meet program criteria. Thus, an individual meeting both the veteran and the program requirements would receive the highest priority for WIOA Youth or Adult services over a non-covered person satisfying the program requirements.

## **Section 4: Program Design and Evaluation**

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

The CRWDB will work with the Partner Management Team to develop strategies that will expand access to co-enrollment across core programs when appropriate. Local WIOA policies exist that promote co-enrollment of eligible older youth and adults. The CRWDB and its VCW Centers has increased efforts to work with local Departments of Social Services in the Region. All workforce and training services are promoted to majority of the Social Services customers during the Departments' intake sessions. Additionally, outreach efforts are being made to have social services workers refer their customers to the

VCW Centers regularly. The Virginia Career Works services are being promoted to customers being served by the community and faith-based organizations that support high-risk populations.

The CRWDB will continue to partner with DARS and other agencies that expand access to services for individuals with disabilities.

The WIOA, Adult and Dislocated Worker providers focuses on serving those with barriers to employment. Each provider will provide program designs in their response to the initial Request for Proposal and will be responsible for providing updates on the core program services that they provide. The youth provider is responsible for coordinating services for in school and out of youth 16 – 24 years of age. The provider must also ensure that they make available opportunities for the 14 program elements. Special emphasis is placed on youth considered as Opportunity Youth who have specific barriers.

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

The local board facilitates the development of career pathways by requiring all Title I staff to complete the Sector Strategy Career Pathways Academy as well as encouraging all partner staff to participate. Upon completion of the Academy, a Career Pathways the CRWDB Executive Director along with the CRWDB will create a Strategic Planning Task Force that will be a spin off from the Strategic Planning Team developed for the Local and Strategic Plan process. The team will meet quarterly to work on planning local strategies with specific emphasis on planning measurable action steps for the top five industry sectors and career pathways. The healthcare and social assistance, retail, manufacturing, transportation logistics, and accommodation and food service are the top five industries that the career pathways planning will be focused. Sector strategies discussions are being held at minimum with the BSTs and have been geared more so to the Pandemic needs of employers. However, the convening of partners and employers will be addressed more strategically in each CRWDB meeting and through robust BST meetings.

The information obtained from the employers regarding training and employment needs is communicated by an Employer Engagement Survey completed upon initial contact to the CRWDB Business Services. The information is reviewed by the Business Services SPOC and shared with all partners

through the BSTs. The Board also considers the employer needs for career pathways into its decisions regarding approval of eligible training providers and programs. Career counseling for those interested in training takes into account the career pathways that are in demand in the area and includes information regarding job availability, training requirements, certifications and wages.

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

The CRWDB, together with its Virginia Career Works One Stop Partners, will work closely to co-enroll in core programs to maximize efficiencies and use of resources. A common intake process is used to ensure that individuals entering the system have access to the needed programs and ensures referrals to the appropriate partner(s). Co-enrollment of individuals into the core programs is standard operating procedures at all Virginia Career Works Centers. As needed, the Partner Management Team meets to discuss the needs of customers and decides which partner can best provide which service to reduce duplication of services and maximizes resources.

**4.4 Describe one-stop delivery system in the local area, including:  
(A.) The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]**

The CRWDB requires annual renewal of service providers, whether it is eligible training providers and programs or service providers of WIOA Title I Adult, Dislocated Worker and Youth services.

- Performance of all providers is tracked monthly by staff and quarterly by the Executive Committee functioning in and policy/oversight capacity of the CRWDB and is reported to the CRWDB quarterly.
- Customer satisfaction surveys are also reviewed quarterly from job seekers, those receiving training services and employers to ensure their needs are being met.
- The Business Services Coordinator and/or SPOC also maintains close communication with local employers and their needs are communicated monthly to all partners through BST meetings and quarterly to the Business Services Committee of the CRWDB. Quarterly performance reports are reviewed relating to employment and credentialing as well as performance of On-the-job training contractors.



- When the needs of employers, workers and job seekers are not being met, contracts are revised as appropriate, eligible training programs/providers are changed and other corrective actions are implemented to ensure continuous improvement.

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

The CRWDB has identified a satellite site for one-stop delivery services located in Sussex County as approved in January 2020 by the Sussex County Board of Supervisors. Additional informational or satellite sites are being explored for Hopewell and reactivating a remote location through the Resource and Employment Center, Parks and Recreation Center or Public Library in Surry County. These sites will provide internet access to VAWC and informational brochures with contact information for services. In addition, case managers will meet with customers (pre-COVID) by appointment in remote areas at public sites such as libraries and departments of social services.

Services can also be provided through virtual means such as Zoom/Google meetings, email and phone. The use of social media has been used extensively and successfully in getting information to the public regarding services, job openings, job fairs and other program services. The CRWDB is working to expand its presence on Facebook, Instagram, and Twitter. We are also working along with the state to provide LinkedIn accounts to individuals who use the VCW services in our region. The Virginia Career Works My Journey is the Referral Portal that was launched in 2020 by the state workforce system to improve service activities across all VCW Partners. Virtual job fairs have also been useful in providing access to hiring opportunities without having to travel to the locations. Because of the integrated service delivery in the Centers, a job seeker receives all services needed in an integrated setting in one location rather than having to travel from agency to agency.

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

One Stop partners and the Operator comply with WIOA section 188 and the provisions of the ADA as stated in the One Stop MOU. Staff have been provided training on section 188 and ADA online by

the Virginia Community College System (VCCS) and as part of the One Stop certification process, physical and programmatic access of the facilities, programs, services, technology and materials are evaluated and deemed to be in compliance with the requirements in order to maintain certification.

The CRWDB Operations Director is the EO Officer for the CRWDB and Virginia Career Works one stop delivery System. Monitoring is conducted annually. The One Stop Operator, as specified in the Request for Proposal for One Stop Operator and the resulting contract, will:

- Assist the CRWDB leadership with the development and management of MOUs with One- Stop System Partners.
- Alert CRWDB Executive Director as to possible changes that may have a bearing on the operation or financial MOU infrastructure agreement for specified partner contributions.
- Assist the CRWDB with the coordination of partners and service providers in order to ensure the effective and efficient delivery of WIOA Basic Career Services to customers that provide “partner driven and shared solutions” for all One-Stop System activities/services and identify opportunities for service delivery improvements.
- Develop, with partner input and coordination with CRWDB, an electronic version of orientation.
- Promote effective, integrated cross-agency business practices in the One-Stop System by partners and promote One-Stop System staff professional development activities.
- Facilitate the One-Stop Center certification process and promote ADA compliance within the Centers. Work with CRWDB to meet ADA accommodations or to make ADA changes as needed.
- Develop and manage ongoing customer satisfaction survey and employer engagement processing for all One-Stop System customers and develop plans to remedy any issues that arise in order to support the goal of continuous improvement.

It is important to note that accessibility is the responsibility of all workforce partners. DARS will be engaged more to provide technical assistance to the One Stop Operator as resources are available to ensure appropriate accommodation and access to the One Stop delivery system for persons with disabilities. DARS supports workforce partners in their commitment to the non-discrimination provisions of WIOA section 188, which is a blueprint for providing better and more access to the workforce development system and to Workforce Centers.

The Crater Region Comprehensive Center was state certified beginning in December 1, 2017 and has been Certified through June 30, 2021. As part of the certification process, documentation of ADA accessibility was submitted. The centers have universal accessible workstations, accessible furniture and equipment, software, and staff training to address needs of individuals with disabilities. The training of

staff on disability etiquette, motivational interviewing, and use of assistive technology to meet the needs of individuals with disabilities is ongoing. A refresher course is available at least annually when new staff is hired and periodically to update staff on new and innovative approaches and equipment.

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

The roles and resource contributions of the Virginia Career Works Crater Region partners can be found within the 2019-2022 One-Stop Center Memorandum of Understanding, found here: [www.vcwcraterregion.com](http://www.vcwcraterregion.com)

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

All WIOA Title I services are recorded in the Virginia Workforce Connection (VaWC) system of record. The CRWDB and the VCW Centers are working to promote the Virginia Career Works “My Virginia Journey” Referral Portal. This portal activity is monitored daily so that referrals can be forwarded to the appropriate parties. It is to be used as a referral source for customers wishing to access partner services. The CRWDB also utilizes a scheduling application to help partners to coordinate scheduling of appointment within the center and those held virtually. This has helped to ensure social distancing and a continuation of services during COVID-19 when services at the Centers have been modified.

A survey tool is being used as a common Center Intake that collects not only the necessary information needed from clients, but also permission to share that information through an integrated referral process with other center partners. We developed a center intake sheet for the centers that collects basic client information, along with a section indicating which partner services the individual self-attested to during the intake process. We are working to integrate this system electronically.

Starting in October 2020, all WIOA Title I Adult, Dislocated Worker, and Youth case management files are stored electronically on the Virginia Workforce Connection, except for customers’ medical records. New WIOA Title I participants will have all of their case files stored on the Virginia Workforce Connection and those participants who were enrolled prior to October 1, 2020 will have their new or modified case file items stored electronically.

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

At a minimum, partners will make the services listed below available, consistent with Virginia and LWDA policies and Virginia’s WIOA Combined State Plan. Partner program services beyond those required may be provided on a case-by-case basis, with the approval of the LWDB and the CEOs, and must be included on the table below.

The CRWDB focuses on implementation of a collaborative workforce development system that includes education and training providers, community-based organizations, government agencies and businesses.

The Emporia Center, the Affiliate One Stop, has a modified resource allocation plan because the CRWDB is not the lease holder for the center as the Virginia Employment Commission rents space from Southside Virginia Community College. The comprehensive Virginia Career Works Center is located in Petersburg and the following agencies are co-located.

The One Stop partners for Area 15 include:

<b>Program</b>	<b>Partner Organization</b>	<b>Authorization/Category</b>
Adult Education & Literacy	Southside Programs for Adult Continuing Education (SPACE)	WIOA Title II Program
Migrant Seasonal Farmworkers	Virginia Employment Commission (VEC)	WIOA Title I Program
Rehabilitative Services	Department of Aging and Rehabilitative Services (DARS)	WIOA Title IV
Jobs for Veteran State Grant (JVSG)	VEC	Jobs for Veterans State Grants authorized under chapter 41 of tile 38
Temporary Assistance for Needy Families (TANF) & Virginia Initiative for Employment not Welfare (VIEW) SNAP Employment and Training (SNAP ET)	Petersburg Department of Social Services	Authorized under Part A Title IV of Social Security Act
Trade Adjustment Assistance (TAA)	VEC	WIOA Title III Program
Adult/Dislocated Workers	Crater Regional Workforce Development Board (Contractual Provider-The Workplace)	WIOA Title I Program
Youth Programs	Crater Regional Workforce Development Board (Contractual POWER Provider-Pathways)	WIOA Title I Program
Second Chance Act Program	Not Available	
Unemployment Insurance	VEC	WIOA Title III Program

Wagner-Peyser Employment Services	VEC	WIOA Title III Program
Youth Build	Pathways, Inc.	WIOA Title I Program
Native American Programs	Not Available	WIOA Title I Program
Employment and Training	Not Available	
Job Corp Virginia Department of Labor & Industry Carl Perkins CTE Senior Community Services Community Block Grant (SCSEP) Department of Housing & Urban Development (HUD)	Not Available	Not Available

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

The Crater Region’s One Stop Operator is contracted through a competitive procurement process. The region successfully operated with a contractor from June 2019 to December 31, 2020. Currently, the region does not have a One Stop Operator. In January 2021, the CRWDB requested approval from the Virginia Community College System for a waiver for operations. The CRWDB and Chief Elected Officials released a new Request for Proposal for the One Stop Operator began on November 30, 2020. The new contract is planned to begin April 1, 2021. The new One Stop Operator will oversee operations in both Virginia Career Works Centers in the Crater Region and will work to establish additional satellite meeting spaces in new areas of the region as needed.

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

The Virginia Career Works - Petersburg Center is the state-certified comprehensive center in Area 15 and is located at: 22 W Washington Street, Petersburg, VA 23803. At this time there are no current plans for additional partners.

***(I.)If applicable, identify the locations of Virginia Workforce Network affiliated sites, partner sites, or specialized centers.***

The CRWDB has one affiliate site located at: Emporia Center, 1300 Greensville County Circle, Room 105, Emporia, VA 23847.

A satellite office space was approved by the Sussex County Board of Supervisors on January 16, 2020 for the CRWDB to utilize space for the WIOA Service Providers to use located at: 233 L South Drive Waverly, Virginia.

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

Criteria established under Federal, state, and local WIOA policy determine job seeker eligibility for training funds. WIOA requires the coordination of training costs with funds available under other grant assistance. WIOA limits training funding to participants who are unable to obtain grant assistance from other sources, including PELL Grants, to pay the costs of their training or require assistance beyond that available under grant assistance from other sources to pay the costs of such training. WIOA prescribes “braided funding” as a strategy to support job seekers’ training and placement needs. As such, Center staff co-enroll job seeker customers into all eligibility-appropriate publicly funded workforce training programs.

WIOA Title I- training services for WIOA eligible adults, dislocated workers and youth are provided through ITAs. Using ITA funds, WIOA eligible adults, dislocated workers and youth purchase training services from eligible training providers they select in consultation with a case manager. Participants are expected to utilize information such as skills assessment, labor market conditions/trends, and training providers’ performance, and to take an active role in managing their employment future through the use of ITAs. ITAs are allowed for out-of- school youth ages 18-24 (out-of-school youth ages 16-17 are not eligible for ITAs) per WIOA Section 129(c)(2)(D) and 20 CFR 681.550.

The training provided by ITAs is for the sole purpose of facilitating transition into the workforce. All training should be for occupations that are in demand in the labor market, in accordance with the latest CRWDB Demand Plan. To assist in the approval of ITA requests, the Virginia Employment Commission provides a relevant database for identifying appropriate areas of training. All training must be supported by local labor market data that is furnished by the Virginia Employment Commission, or other appropriate source.

The local CRWDB limits costs to no more than \$12,500 per participant within a twenty-four-month period, except as approved by the CRWDB Director. All WIOA registrants will be made aware of any excess

costs of training not covered by the program for which they will be liable. All training must be in a program that is on the Eligible Training Provider List (ETPL).

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

Within the Crater Region, individuals are given information to adhere to “customer choice” in the selection of the training program. This is ensured through the use of the eligible training provider list and labor market information, which is made available to all customers seeking training, as well as stakeholders. The eligible training provider list provides the program costs, location, and performance information on program completion, credentials earned, entered employment rate and post-employment earnings. Labor market information (LMI) is discussed with the customer to show the number of jobs available in the area, the wages of the job, the career pathways, and opportunities for advancement. Option for training include in-person, virtual and hybrid options.

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

Training programs are annually reviewed and re-certified by the CRWDB Eligible Training Provider Standing Committee and the CRWDB to remain eligible for Individual Training Accounts (ITAs). The review process includes documentation of program completion, credentials, employment and wages. If the performance measures are not met or the programs are not used to meet in-demand occupations, they are removed from the approved list for funding.

Special training requests may be considered. Participants requesting training in areas that are not supported by local labor market data, but whose Individual Employment Plan supports pursuit of such training must meet one of the following conditions:

- a) Training may be provided in other areas if the participant is planning to relocate to a geographic location where the occupation is in demand;
- b) Training may be provided if documentation from an area employer is provided to support the need for trained personnel in a particular occupation; or

- c) If written commitment is provided by an employer to hire the individual upon completion of their training.

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

When the need arises to utilize statewide rapid response activities, the CRWDB will contact the regional Rapid Response Coordinator (RRC) to coordinate activities. The regional RRC has recently become a member of the CRWDB Business Services Committee and Business Solutions Teams. The need for rapid response activities may be determined by the filing of a WARN, contact from a local employer through the Business Solutions Team (BST), contact from a county elected official or economic development director, contact from the Regional Rapid Response Coordinator (which is led through Virginia Employment Commission), or through word of mouth from employees who have been laid off and come into the Virginia Career Works Centers seeking assistance.

After a layoff or closure has occurred or been announced, a meeting with the affected employer is scheduled by the Rapid Response Coordinator in coordination with the Business Solutions Single Point of Contact. During the initial employer meeting, the CRWDB will assess the scope of the layoff and determine if any layoff aversion strategies could assist in avoiding the layoff. If rapid response funds are needed to supplement the local formula funds, the CRWDB will apply for additional funds to meet the needs of those affected workers. If layoffs are inevitable, dates of the sessions will be scheduled.

The lead staff responsibilities include receiving the notice of the layoff or closure, coordinating, attending and facilitating initial employer meeting(s), and coordinating local partners to implement rapid response event plans (information on unemployment compensation, adult education, post-secondary training, dislocated worker program, social services, and other services as identified). In addition, the lead staff also assists in facilitating rapid response information session(s) with affected workers. Services can be tailored to meet the needs of the employer and the employees such as a job fair conducted at the employer's site, resource fair, on and/or off-site VAWC registration and/or WIOA enrollment sessions and resume/interview skills sessions.

The CRWDB also assists employers with incumbent worker training and takes the lead to apply for Rapid Response funds to meet the need of employers to avert a lay-off. A strategic system is necessary to coordinate our approaches from the VEC, WIOA service provider, CRWDB, our Community Colleges and Community College Workforce Alliance to serve businesses which is important to the economic success and stability in the Crater Region.



## **Section 5: Compliance**

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

In the last year, the Chief Elected Officials (CEO) Consortium for the Crater Region and the CRWDB have updated their Board Agreement. This document establishes the relationship between each entity and addresses oversight, individual roles and shared responsibilities. The Consortium has designated the Chair of the CEO Consortium to serve as the primary elected official who provides administrative oversight to the CRWDB and Staff. The Consortium Chair works in close consultation with the CRWDB Chair. The CEO Chair serves as the direct supervisor to the CRWDB Executive Director.

The Consortium and CRWDB both have adopted by-laws that govern their functions. The Consortium has created an executive team comprised of the Chair, Vice Chair and a liaison position to assist with regular oversight and monitoring of activities of the CRWDB. The Consortium participates in developing the Board's strategic direction, goals, and benchmarks, attending CRWDB meetings, and jointly attending workforce events.

The CRWDB's Executive Committee is responsible for regular oversight, monitoring and corrective action of the WIOA Title I programs. The Committee reviews WIOA Title I operations, performance, and budgets. Additional fiscal oversight is conducted by the Executive Committee of the CRWDB through budget controls, procurement and inventory, and monitoring policies. The CRWDB serves as its own fiscal agent; however, follows the procurement and contract management guidelines of its grant recipient, the City of Petersburg.

To ensure timely expenditure of WIOA funds, the fiscal director prepares a preliminary annual budget for the regional allocation of WIOA Title I funds provided by the Virginia Community College System. The WIOA Title I budget is developed by the CRWDB Staff and Financial Planning Team. It is then reviewed by the CRWDB Board and a recommendation is made for approval by the CEO Consortium.

The Executive Director is working with the CEO and Board Chair to provide an additional layer of monitoring and oversight for the Crater Regional Workforce system regarding the day to day administrative and fiscal oversight of the funding.

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

The Sunshine Provisions are outlined in the CEO/CRWDB Agreement and the CRWDB conducts business in accordance with those provisions:

- The CRWDB and CEO shall share information regarding its meetings and activities with the public subject to the provisions of the Virginia Freedom of Information Act.
- The CRWDB and CEO shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the CRWDB and CEO, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of the one stop operator(s) consistent with the State plan, and the award of grants or contracts to eligible providers of youth activities, and minutes of formal meetings of the CRWDB and CEO.
- The CRWDB, CEO, and any subcommittee authorized to take official action on behalf of the CRWDB or CEO must do the following:
  - Take official action and engage in deliberations only at meetings open to the public. “Official action” includes making recommendations, establishing policy, making decisions, and/or voting on matters of CRWDB or CLEO business. “Deliberations” are discussions necessary in order to reach decisions at CRWDB or CLEO meetings.
  - Ensure that all meetings are held in an accessible location for individuals with disabilities and that all information is provided in accessible and alternate formats.
  - Give public notice of meetings in accordance with applicable state code provision, including public notice in advance of any special meeting or rescheduled regular meeting. No public notice need be given of an emergency meeting called to deal with a real or potential emergency involving a clear and present danger to life or property.
  - Ensure that the votes of CRWDB and CEO members be publicly cast and, in the case of roll call votes, recorded.
  - Keep written minutes of all public meetings, including date, time and place of the meeting, members present, the substance of all official actions, a record of the roll call votes, and the names of any citizens who appeared and gave testimony.
  - The CRWDB, CEO and any subcommittee authorized to take official action on behalf of the CRWDB or CEO must do the following:
    - ✓ Closed executive sessions may be used according to the provision of the Virginia Freedom of Information Act. Such sessions may be held during or after an open meeting, or may be announced for a future time. If a closed session is not announced for a specific time, the

CRWDB and CEO members must be notified 24 hours in advance of the date, time, location and purpose of the session. The reason for holding an executive session must be announced at the open meeting either immediately prior or subsequent to the executive session.

- ✓ Official action on any matter discussed at an executive session must be taken in an open meeting.

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

The CRWDB contracts on an annual award basis with options to renew up to two years. Contractors are required to develop and maintain a line-item budget for any funding awarded. Invoices are processed for payment as they are received, and checks are written weekly to ensure payments are made in a timely manner. Processes are in place to ensure that customers and vendors are paid within a 45-day time frame, but usually takes place within 7 to 30 days.

WIOA Funds are tracked and monitored by allocated funding source for the Youth, Adult and Dislocated Workers using the Local Area's accounting (Quickbooks software) system. Monthly reviews are conducted between the Finance Director, Executive Director and CRWDB Treasurer 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 local Grant Recipient, CEOs, and CRWDB reviews the expenditures quarterly. If expenditures are not timely, the contractors are notified with a plan for corrective action. A budget control policy was approved in 2020 and can be viewed at this link:[www.vcwcraterregion.com](http://www.vcwcraterregion.com)

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

The CRWDB and all contractors receiving Federal funds are required to abide by the requirements of the applicable Office of Management and Budget (OMB) circulars and Department of Labor (DOL) administrative requirements, including the Workforce Innovation and Opportunity Act (WIOA) and the Virginia Community College System (VCCS). The Board follows the policies of the local grant recipient as guided by the Virginia Public Procurement Act for procurement of One Stop Operator, Service Delivery of WIOA Youth, Adult, and Dislocated Worker programs. All requirements are included in the Request for Proposals and incorporated into the resulting contracts.

Currently, the Youth Services provider is Pathways, Inc. The contract began 2018 and was renewed for 2019-2020. Based upon action from the CEOs, the contract may be renewed again for an additional year through October 31, 2021. The WorkPlace, Inc. became the Adult and Dislocated Worker program provider in July 2019. Their contract will be renewable again July 8, 2021. A new RFP will be issued for a contract to begin July 2022.

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

The Chief Elected Officials has designated the City of Petersburg as the grant recipient for the CRWDB -LWDA-15. The Crater Regional Workforce Development Board is the entity responsible for the disbursement of grant funds.

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

The CRWDB Executive Director and Board Members will proactively seek additional funding opportunities from public and private sources. The Executive Director will primarily be responsible for writing grants to obtain additional federal, state, local or other funds. In addition, the CRWDB leverages resources of other agencies such as PELL, Fast Forward funds with the Community College System, employer scholarships, etc. to fund training and/or supportive services for customers. The CRWDB will meet with local leaders and VCW Partners to discuss the needs of common customers to leverage, blend and braid resources to obtain the most services for the customer while spreading the cost among those agencies involved. Proposal submissions to other federal agencies charitable foundations and organizations are solicited.

The CRWDB is seeking ways to build its capacity by researching new opportunities to leverage WIOA resources through the following strategies:

- 1.) the establishment of a local funds budget
- 2.) identifying a new fiscal agent (separate from the CRWDB) and/or
- 3.) establishing a 501C (3) organization.

Applying for additional grants each year and building the organizations capacity will help the CRWDB to better meet the needs of the community, emerging workforce and small businesses within the Crater region.

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

The local area will use a negotiated basis level of performance for each contractor (youth, 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. The following is a summary of the Final Negotiated Performance Goals for the Local Workforce Development Area 15 for 2020 and 2021.

<b>PERFORMANCE MEASURE</b>	<b>ADULT</b>	<b>DISLOCATED WORKER</b>	<b>YOUTH</b>
<i>Employment Rate 2nd Quarter After Exit</i>	81.00%	85.00%	72.00%
<i>Median Earnings 2nd Quarter After Exit</i>	\$6,000	\$8,700	\$3,500
<i>Measurable Skill Gains</i>	60.60%	63.00%	55.00%
<i>Employment Rate 4th Quarter After Exit</i>	85.00%	90.00%	62.80%
<i>Credential Attainment Rate</i>	74.00%	70.00%	70.00%

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

Annually, the CEOs take action to designate the fiscal agent responsible for the dispersal of grant funds for Title I WIOA. The Crater Region Workforce Development Board currently serves as its own fiscal agent. To ensure that the local Board is meeting the performance and effectiveness as its own fiscal agent, the annual audit of the fiscal agent is reviewed for compliance by the CEOs.

The CEOs are exploring other options for a fiscal agent from one of the nine jurisdictions or one of its dedicated regional partners such as the economic development or planning commission partners. Jurisdictions or partner entities that express a willingness to serve as fiscal agent will be engaged in discussion in terms of staffing, willingness to serve, and capability to provide the necessary services to meet the responsibilities as the Board’s fiscal agent.

WIOA funds are expended in a timely manner due to established fiscal budgetary control policies/procedures. See Budgetary Control Policy link. Processes are in place to ensure that customers

and vendors are paid within not more than a 45-day time frame, but which usually takes place within 7 to 30 days. Payments are made using only original invoices with proper documentation and signatures attached with the funding source indicated. A desk audit of all invoices is completed by the Fiscal Director and all expenditures are approved by the Executive Director.

The CRWDB and all contractors receiving Federal funds must abide by the requirements of the applicable Office of Management and Budget (OMB) circulars and Department of Labor (DOL) administrative requirements, including the Workforce Innovation and Opportunity Act (WIOA) and the Virginia Community College System (VCCS). The Board follows the Virginia Public Procurement Act for procurement of One Stop Operator, Service Delivery of WIOA Youth, Adult, and Dislocated Worker programs.

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

See the One Stop Partner MOU at this link: [www.vcwcraterregion.com](http://www.vcwcraterregion.com)

***5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board***

The CRWDB will continue to work diligently to become a high performing CRWDB by:

1. maintaining state certification
2. meeting or exceeding the adjusted levels of performance for primary indicators of WIOA performance and
3. increasing board engagements.

The CRWCB will maintain fiscal integrity, increase in visibility and effectiveness as the regional convener, and strategically carry out the vision and mission of the Board to meet the needs of regional businesses and jobseekers.

After the last local plan was submitted almost four years ago, the CRWDB experienced significant leadership changes. These changes caused major reorganization within the Board and impacted the monitoring of the approved local and strategic plan. During the period of restructuring and transitioning of Executive Leadership, the Board also experienced changes in service providers to the WIOA service providers. Emergency contracts were put in place to ensure that services and performances would not be interrupted. The region was also able to identify a One Stop Operator which was a vital step to ensuring

that the new One Stop comprehensive center in Petersburg was properly managed. The Executive Director and Finance Director worked diligently with partners to acquire the necessary board one stop certifications that was completed in December 1, 2017. The process to ensure that the Virginia Career Works One Stops for the Crater Region will continue to meet Center Certification is scheduled to begin in February and must be completed by June 30, 2021.

In addition, CRWDB will strive to use the following standards of excellence for driving continuous improvement of the public workforce system:

- ✓ **Board Engagement**--Through a committed and strategic board committee structure, the CRWDB engages the expertise of board members to provide critical insights at both the strategic and programmatic levels. Board members have a clear pathway to leadership on the board through committee chair positions.
- ✓ **Effective Chairperson** -The chairman sets the board's tone and direction as well as its performance and as Board Chair, chairs the Executive Committee to ensure consistency of board vision.
- ✓ The Chair creates the appropriate environment for full engagement by all members of the board, drawing out opinions and shaping discussions of sensitive issues. The Chair works closely in consultation with the Chief Elected Officials Executive Team to ensure that the CRWDB Executive Director has the support necessary to move the CRWDB local and strategic plan forward.
- ✓ **Balanced Team** A board is only as good as its members, who bring the outside perspective and judgment on which the board's oversight function is predicated. To have active members who can provide broad strategic perspective while also bringing their specific experience and expertise to bear. The CRWDB is responsible for being champions to identify new CRWDB members. They work with the local entities such as economic development and chambers of commerce to ensure that all members appointed are "decision makers" in their organizations. Business representatives are nominated by the locality they will be representing and are from a business that is in an industry that is economically important to that locality. This process allows for a broad representation on the board.
- ✓ **Culture of Trust and Respect** A board is not a collection of individuals and talents but a team. For it to function as such, candid communication and mutual respect are critical. Having open discussions and mutual respect ensures that probing questioning, constructive criticism and challenging debate can take place. To create a culture of trust and respect, every member is given opportunities to serve on at least one committee and all members are encouraged to provide input during and after the meetings.

**The CRWDB operates five standing committees that consist of:**

1. Executive Committee--Plans, coordinates, and expedites the work of the Board and may take action, when necessary, between quarterly Board meetings. The Committee exercises the authority and power of the Board, to the extent permitted by law and is charged with budget oversight, strategic planning, and makes recommendations regarding funding priorities and personnel administration.
2. Business Services Committee
3. Eligible Training Providers Committee
4. Public Outreach Committee
5. Youth Services Committee

At this time, the CEO and CRWDB Chair are working with the CRWDB Director and Staff to assess the effectiveness of the current organization structure. CRWDB Staff Job descriptions are being revised to better align with the needs for the organization and to establish a better workflow and system practices to ensure that all WIOA mandates and local policies and procedures are adhered to more consistently.

CRWDB by businesses in the local area to ensure representation of industry sectors with the greatest labor form demand will be marketed through targeted recruitment events, such as email distribution, chambers, website, and word of mouth.

Opportunities exist for more robust board development through strategic board meeting agendas, more formalized orientation for new board members, continuing education of members on their roles and responsibilities, continuing education on roles and responsibilities of workforce partners, and a formalized staff succession plan. The CRWDB will focus on continuous quality improvement and leveraging of additional funds to build capacity.

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

The Local Plan requirements were shared with the Board and the timing of writing the plan and getting approval was contingent on having a public comment period prior to submission. A strategic planning taskforce was formed that consisted of representation from the Chief Elected Officials and the Crater Regional Workforce Board Executive Leaderships Team. The region was tasked with working through the holiday season to schedule meetings in order to align with the framework provided by the Virginia Community College System. The Performance Management Group of Virginia Commonwealth



University was identified to provide facilitation services for four virtual focus group meetings held with a variety of partners (core and other) to provide input into the strategic part of the plan.

There were four meetings and several individual interviews that were held over the course of a month. Participants in these activities included:

- Business representatives
- Labor organizations
- Registered apprenticeships
- Community based organizations
- Youth representatives
- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development
- Employment services under Wagner Peyser
- Vocational rehabilitation
- Social services

After the virtual stakeholder meetings and interview period concluded, the plan was completed and published for public comment at [www.vcwcraterregion.com](http://www.vcwcraterregion.com) from February 8, 2021 to February 22, 2021. Public comments received will be included here. The CRWDB and CEO are scheduled to take formal action on the local plan on February 25 before forwarding the approved documents to the state by March 1, 2021.

**5.12 Describe professional staff development strategies, including:**

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

Professional staff development is an integral part of continuous improvement and providing quality services. Opportunities for staff development that are provided by VCCS, DOL, Center partners and other agencies are distributed and discussed with Management Team to get buy-in for staff participation. Periodic staff and center partner meetings at each Center also include opportunities for cross-training and

other staff development. Sessions, ranging from topics such as: mental health first aid, crisis management and information provided by the America Red Cross have been topics of discussion.

Staff development is an integral part of each contract with services providers. Plans are being made to seek the input from the leadership teams of the nine local governmental entities served to leverage professional development resources to be extended to all CRWDB Staff and Partner Staff. Additionally, the CRWDB will require documentation of staff professional development of board staff that may be offered through onsite or virtual resources such as the Workforce GPS, the National Association of Workforce Development Professionals (webinars), trainings offered by the State (e.g., EO training), and through other local training providers or programs. Finally, an annual performance evaluation will be done with all CRWDB Staff. As part of this evaluation, professional development goals will be discussed and progress toward those goals will be monitored regularly.

The CRWDB Staff Designee will run reports monthly from VAWC to ensure its effective use and timely data entry requirements. As this has been an administrative responsibility, moving forward, the CRWDB will work to ensure that reports are shared with all partner management at least quarterly. When there are inconsistencies in the effective use of VAWC or untimely data entry, a corrective action plan will be developed with a time frame for correction. The CRWDB Executive Director and Executive Committee will review all corrective action plans and responses upon completion. An annual report of VAWC use is also provided to each contractor.

Customer service is measured through customer satisfaction surveys for customers and employer engagement surveys for businesses seeking or receiving services. The results are tabulated and reviewed monthly by staff and quarterly by the Executive Committee which provides more direct oversight of the CRWDB.

The process to meet staff certification and Center certification is included in the contracts for all WIOA Title I providers. The CRWDB Finance Director leads the center certification process with the designated team of Board members and/or Community Partners and is responsible for providing documentation of the requirement standards.

**Statement of Compliance, Plan Signatures, & Fiscal Agent Designation**

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

Local Area Name / #	Crater Regional Workforce Development Board / Area 15
Local Plan Point of Contact:	Sophenia H. Pierce, Executive Director
Address:	22 West Washington Street, Petersburg, VA 23803
Phone/e-mail:	Office: 804.835.5100/Cell: 804.894.2529 <a href="mailto:spierce@vcwcraterregion.com">spierce@vcwcraterregion.com</a>

<b>Amanda Wilson, CRWDB Chair</b>		
Typed name and Signature of WDB Chair		Date

<b>Jasmine Gore, CEO Consortium Chair</b>	
Typed name and Signature of CEO Consortium Chair	Date

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

Entity: Crater Regional Workforce Development Board

Contact: Jerry Trovillion

Address: 22 West Washington Street, Petersburg, VA 23803

Phone/Email: 804.835.5111/ [jtrovillion@vcwcraterregion.com](mailto:jtrovillion@vcwcraterregion.com)

## Local Plan Required Attachments

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Links to the documents important documents are listed below:

1. Current Chief Elected Official (CEO) Consortium Agreement:  
[CEO Consortium Agreement](#)
2. Current CEO-Local WBD Agreement:  
[CEO-Board Agreement](#)
3. Current Local WBD organizational chart.  
[CRWDB Organizational Chart](#)
4. Copies of executed cooperative agreements between the Local WBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under Title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.  
[www.vcwcraterregion.com](http://www.vcwcraterregion.com)
5. Local WDB Policies (provide the links to all policies on the Local WDB website):  
[www.vcwcraterregion.com](http://www.vcwcraterregion.com)