LEAD 2020:

Region 2000 Workforce Innovation and Opportunity Act Local Workforce Development Area Strategic Plan

Strategic Plan 2017-2020
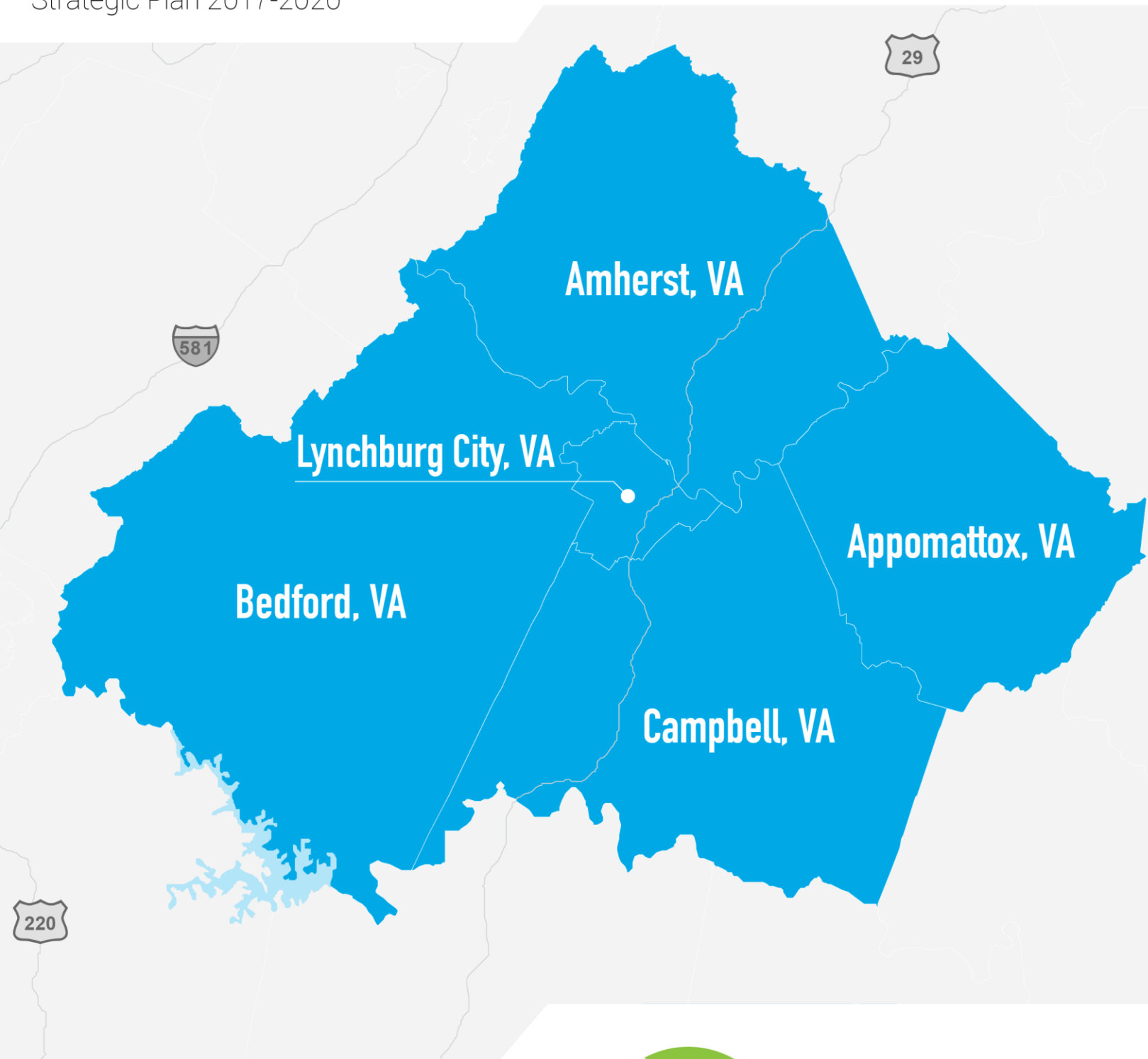
Amherst, VA

Lynchburg City, VA

Bedford, VA

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Workforce Development Board

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EXECUTIVE SUMMARY

The strategic plan re-envisions the regional workforce system and positions the Region 2000 Workforce Development Board (WDB) to lead our partners and customers into this new vision in 2020.

Why?

The requirement for a new regional strategic plan under the *Workforce Innovation and Opportunity Act of 2014* and the new approaches to solving workforce issues available under that law coincide with efforts already underway across the region. As an example, in 2015, the Lynchburg Regional Chamber of Commerce and the Region 2000 Economic Development Alliance merged to form the new Lynchburg Regional Business Alliance. Then, in early 2016, the Alliance initiated a process of updating a Comprehensive Economic Development Strategy (CEDS) for the region, including a Target Sector Analysis. The process concluded in October 2016, and findings and goals of the CEDS are included in this strategic plan. Specifically, the CEDS includes Goal III, educating and developing a sustainable workforce.

In the CEDS and in the development of this plan, it is clear there is confusion among community stakeholders and employers about the workforce system, and calls for a backbone organization that provides a framework for a unified approach to developing the region's current and future workforce.

The initiative in the CEDS to form a Regional Talent Coalition is a natural role for the WDB. Workforce Development Boards are designated in the Code of Virginia § 2.2-2472.1 as the regional convener, with "*responsibility for coordinating business, economic development, labor, regional planning commissions, education at all levels, and human services organizations to focus on community workforce issues and the development of solutions to current and prospective business needs for a skilled labor force at the regional level.*"

This plan outlines our strategic intent to fulfill this role and meet the needs of the regional workforce in areas expressed during the strategic planning process.

Process

The strategic planning process kicked off in December 2016 with economic and workforce baseline analysis, review of relevant literature including the CEDS and Target Sector Analysis, and identification of key stakeholders. Stakeholders were invited to a facilitated strategy session on January 10, 2017. This convening engaged approximately 70 stakeholders, including representatives from the Workforce Development Board, WIOA partner organizations, community based organizations, and businesses. The strategy session collected insights on vision, mission, goals, and strategies for the workforce system, as well as strengths, weakness, opportunities, and threats in the region and workforce system. Additionally, stakeholders participated in InsidersEQ®, an online collaboration platform developed by Chmura Economics & Analytics, over the period of January 7, 2017 through February 7, 2017.

Analysis

The R2000 WDB Area encompasses over 2,000 square miles over five geographic jurisdictions concentrated in Central Virginia. The geographic scope of the plan is the counties of Amherst, Appomattox, Bedford, and Campbell, the city of Lynchburg, and the towns of Altavista, Amherst, Appomattox, Bedford, and Brookneal.

More than 107,500 people are employed in the region. Over the next ten years beginning with the third quarter of 2016, employment is expected to grow an annual average 0.2% in Region 2000, significantly slower than the 0.7% forecast for Virginia. Increases in employment due to industry sector growth are expected to add 2,255 employees in Region 2000 in the next ten years. In addition, 26,305 positions will need to be filled due to replacement demand over this period as individuals retire or move to different occupations.

Labor market trends impact both the demand and supply sides of the workforce. On the demand side, the shifting industry mix in Region 2000 over time creates changes in the skills and occupations needed by businesses, with accompanying changes in workers' wages. On the supply side, the regional workforce is aging, and growth in the regional labor force has been modest.

The relatively slower projected employment growth, a shifting industry mix, aging workforce, and modest labor force growth underscore the importance of growing our target sectors, working with employers to meet their needs and support regional vitality.

Strategic Direction for the Region 2000 Workforce Development Board

The mission reflects the current state, our day-to-day work and purpose of the organization. The mission of the R2000 WDB Board is:

We provide the primary connection between our two customers—businesses and jobseekers—ensuring demand is met with a highly qualified supply of applicants

The vision describes our desired future state, how the region would be improved if we are successful in achieving our purpose. The vision for the plan is:

A customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region

By adopting the following four goals and executing the strategies, the Workforce Development Board can lead the regional workforce system to accomplish this task.

Leverage Target Sector-Based Partnerships to Position Career Pathways from K-12 Education through Employment

Strategies:

- Position industry action teams for workforce system continuous improvement

Strategic Objectives:

- Identify and recruit workforce "champions" from targeted industries, related programs of study, and others as applicable
- Engage businesses to learn about specific workforce needs
- Perform "best practices" model research
- Design and pilot industry-led workforce initiatives
- Form additional industry action teams
- Replicate successful pilot models in other targeted industries

Outcomes:

- Increased business engagement with formal agreements
- Employer buy-in on training programs
- Increased connection of jobseekers to businesses through career pathways

Enrich the Workforce System Through Technologies that Streamline Customer Service Experiences
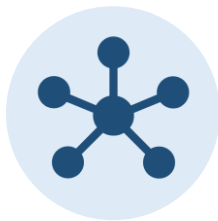
Strategies:

- Connect data to inform day-to-day operations

Strategic Objectives:

- Form ad-hoc committee of the Board to research and evaluate technology opportunities
- Discover technology-based solutions to realize opportunities
- Identify opportunities to improve customer service
- Perform comparative analysis of opportunities and make recommendations to the Board

Outcomes:

- Improved customer service
- Greater efficiency in day-to-day processes
- Customer-centric orientation
- Increased involvement of all geographies of the region, and less focused on the Workforce Center (One-Stop) building.

Act as the Organizational Catalyst to the Regional Workforce System

Strategies:

- Establish baselines, benchmarks, and forecasts for operational and skilled-labor gaps in the region
- Align system partners to capture and respond to the voice of all customers and stakeholders
- Develop professional skills at the service front lines

Strategic Objectives:

- Establish criteria for targeting specific industries and occupations
- Identify target industries and occupations
- Perform a gap analysis of training and education programs
- Increase engagement of faith-based and community-based organizations in the workforce system
- Identify necessary and available resources needed to act on priorities
- Develop action plans to close resource gaps
- Launch "partner" sites across the region to deliver career services
- Examine the feasibility of forming a 501c3 organization
- Increased knowledge of system-wide services
- Improve customer services and satisfaction

Outcomes:

- Increased business engagement in the workforce ecosystem
- Real-time understanding of regional gaps
- Greater reach of service sites
- Improved understanding of workforce system among partners
- Improved customer service

Develop and Deploy Messaging that Effectively Communicates the Workforce System and Services to Stakeholders—Employers, Job Seekers, and Service Providers

Strategies:

- Add marketing coordinator to staff

Strategic Objectives:

- Describe ROI message for region wide customers
- Articulate the reimagined One-Stop
- Develop short and long-term messaging to achieve brand development and brand recognition
- Bridge the knowledge gaps between the employers in the region and the jobseekers

Outcomes:

- Improved understanding of workforce system among partners
- Increased number and higher retention of business customers
- Greater perception of inclusion of all counties in the region
- Improved perceptions about the workforce system around low-skilled stigma programs

The R2000 WDB is the regional convener for workforce development in the WDA. The effectiveness of this plan will depend on a shared commitment to the workforce system in the region and collective efforts to reach our vision. The plan provides a framework to lead these efforts, focus resources and policies, and see results. By executing our strategies to achieve the four goals, we can realize our vision of a workforce ecosystem that is customer-focused, supports regional prosperity, develops the talents of individuals, and meets the employment needs of our region.

LOCAL STRATEGIC PLANNING ELEMENTS

WORKFORCE DEMAND ANALYSIS

Region 2000/Central Virginia Workforce Development Area (Region 2000, WDA 7) encompasses five geographic jurisdictions concentrated in Central Virginia. The region is comprised of the counties of Amherst, Appomattox, Bedford, and Campbell, the city of Lynchburg, and the towns of Altavista, Amherst, Appomattox, Bedford, and Brookneal. Region 2000's largest sectors of employment include health care and social assistance, manufacturing, retail trade, and educational services[1]

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

As of the third quarter of 2016, Region 2000 employed more than 107,500 people with an average annual wage of $38,871.[2] The professional, scientific, and technical services sector paid the highest average wage at $68,887 followed by management of companies and enterprises at $61,606 and wholesale trade at $61,541. In contrast, the lowest annual average wages were $14,435 in the accommodation and food services sector where part-time and seasonal workers bring the average down.

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

[2] Importantly, these data do not include employment from one of the region's largest employers, Liberty University. Due to its status as a non-profit institution, the University is exempt from reporting its employment numbers to the Virginia Employment Commission. In an impact study available at http://www.liberty.edu/media/1615/Liberty-University-Economic-Impact-2015.pdf, Liberty University's employment in the Lynchburg MSA was reported at 5,469 in fiscal year 2014-2015. Total university expenditures on salaries and wages in the MSA were $221.4 million over this period, for an estimated average annual wage of $40,484.

Over the next ten years beginning with the third quarter of 2016, employment is expected to grow an annual average 0.2% in Region 2000, significantly slower than the 0.7% forecast for Virginia. The health care and social assistance sector is expected to be the fastest growing sector in the region with average annual growth of 1.4% per year. It is followed by construction (0.9%); professional, scientific, and technical services (0.5% per year); and retail trade (0.5% per year). Employment at Liberty University has grown at a faster rate than the regional average, from 5,225 employed in the region in 2013 to 5,469 in 2015[3], or an average annual growth rate of 2.3%. Colleges, universities, and professional schools are forecast to grow at an annual average rate of 0.5% in the region over the next 10 years.

Increases in employment due to industry sector growth are expected to add 2,255 employees in Region 2000 in the next ten years. In addition, 26,305 positions will need to be filled due to replacement demand over this period as individuals retire or move to different occupations. As shown in the table below, even the eleven sectors that are expected to contract over the next ten years will need to fill positions due to replacement demand. Moreover, some of the contracting industries such as manufacturing pay higher wages than the regional average.

Current and Forecast Employment Growth for Major Industry Sectors in Region 2000/ Central VA (WDA 7)

| | | Current | | Forecast | | |
| | | Four Quarters Ending with 2016q3 | | Over the Next 10 Years | | |
NAICS	Industry	Employment	Avg. Annual Wages	Total Approx. Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
62	Health Care and Social Assistance	17,433	$42,948	3,557	2,604	1.4%
23	Construction	6,697	$38,853	1,366	645	0.9%
44	Retail Trade	13,969	$23,130	4,406	662	0.5%
54	Professional, Scientific, and Technical Services	5,441	$68,887	1,141	254	0.5%
52	Finance and Insurance	3,364	$50,926	804	125	0.4%

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[3] *Analysis of the Economic Contribution that Liberty University Makes to the Lynchburg MSA and Virginia* and *The Economic Contribution that Liberty University Made to the Lynchburg MSA and the State of Virginia in Academic Year 2014-15*, Magnum Economics

56	Administrative and Support and Waste Management and Remediation Services	5,535	$22,527	1,257	217	0.4%
61	Educational Services	8,664	$33,691	1,820	179	0.2%
71	Arts, Entertainment, and Recreation	1,443	$17,556	441	30	0.2%
72	Accommodation and Food Services	9,064	$14,435	3,150	-33	0.0%
81	Other Services (except Public Administration)	5,342	$23,258	1,327	-47	-0.1%
22	Utilities	357	$60,135	90	-8	-0.2%
42	Wholesale Trade	3,348	$61,541	727	-76	-0.2%
53	Real Estate and Rental and Leasing	1,425	$35,894	313	-28	-0.2%
55	Management of Companies and Enterprises	1,243	$61,606	260	-29	-0.2%
92	Public Administration	3,223	$42,488	766	-96	-0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	54	$48,011	13	-2	-0.4%
48	Transportation and Warehousing	2,993	$50,535	749	-221	-0.8%
11	Agriculture, Forestry, Fishing and Hunting	1,777	$16,008	598	-147	-0.9%
31	Manufacturing	14,907	$56,666	3,265	-1,661	-1.2%
51	Information	1,083	$43,461	246	-120	-1.2%
99	Unclassified	190	$59,210	47	5	0.3%
	Total - All Industries	107,549	$38,871	26,305	2,255	0.2%

Source: JobsEQ®

Note: Figures may not sum due to rounding.

The two largest industry sectors in Region 2000 (health care and social assistance and manufacturing) currently employ 30% of the region's workers.[4] Looking ahead, those sectors are expected to add a total of 943 employees over the next ten years, with projected declines in manufacturing offsetting growth in health care and social assistance. An additional 6,822 positions will need to be filled in those two sectors as individuals retire or move to new occupations over the next ten years.

The percentage of employment in major occupation groups employed by businesses in Region 2000 follows from the regional industry mix. In both Region 2000 and Virginia, the largest occupation group is office and administrative support and sales and related. Employment in production; management; transportation and material moving; and healthcare practitioners

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[4] Accounting for estimated Liberty University employment, the educational services sector is likely the third-largest in the region.

and technical occupations make up a larger share of employment in Region 2000 than in the state. Based on a typical industry/ occupation mix for colleges, universities, and professional schools, estimated employment from Liberty University of about 5,500 workers would add approximately 2,200 education, training, and library occupations; 950 office and administrative support; 380 management; and 200 computer and mathematical occupations.

Major Occupation Groupings in Region 2000 and Virginia, 2016 Qtr 3

SOC	Title	Region 2000			Virginia		
		Total Employment	Percent	Avg. Annual Wages[1]	Total Employment	Percent	Avg. Annual Wages[1]
43-0000	Office and Administrative Support Occupations	15,295	14.2	$30,900	606,855	15.0	$36,700
41-0000	Sales and Related Occupations	11,169	10.4	$33,700	409,737	10.1	$39,800
51-0000	Production Occupations	10042	9.3	$34,300	199,977	4.9	$36,400
35-0000	Food Preparation and Serving Related Occupations	9,502	8.8	$20,600	344,144	8.5	$22,900
53-0000	Transportation and Material Moving Occupations	6831	6.4	$30,600	243,702	6.0	$34,800
11-0000	Management Occupations	6,531	6.1	$100,100	249,163	6.1	$127,600
29-0000	Healthcare Practitioners and Technical Occupations	6,306	5.9	$71,400	205,856	5.1	$76,800
25-0000	Education, Training, and Library Occupations	6,177	5.7	$40,100	248,065	6.1	$54,000
47-0000	Construction and Extraction Occupations	5246	4.9	$36,300	187,039	4.6	$41,600
49-0000	Installation, Maintenance, and Repair Occupations	4218	3.9	$40,700	154,891	3.8	$47,000
39-0000	Personal Care and Service Occupations	4,174	3.9	$22,400	156,180	3.9	$25,500
13-0000	Business and Financial Operations Occupations	4,110	3.8	$64,600	232,891	5.7	$79,800
37-0000	Building and Grounds Cleaning and Maintenance Occupations	3,765	3.5	$22,800	160,254	4.0	$25,300
31-0000	Healthcare Support Occupations	3,542	3.3	$25,400	105,429	2.6	$28,500
21-0000	Community and Social Service Occupations	2,183	2.0	$39,500	64,292	1.6	$47,200
17-0000	Architecture and Engineering Occupations	2,155	2.0	$70,400	79,006	1.9	$85,600
15-0000	Computer and Mathematical Occupations	1,882	1.7	$79,700	175,445	4.3	$94,200
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,532	1.4	$46,400	66,784	1.6	$56,800
33-0000	Protective Service Occupations	1,374	1.3	$36,100	80,735	2.0	$43,400
19-0000	Life, Physical, and Social Science Occupations	621	0.6	$66,400	39,652	1.0	$76,800
23-0000	Legal Occupations	471	0.4	$65,600	31,101	0.8	$104,500
45-0000	Farming, Fishing, and Forestry Occupations	422	0.4	$37,100	12,783	0.3	$29,200
00-0000	**Total - All Occupations**	**107,549**	**100**	**$40,700**	**4,053,981**	**100**	**$50,900**

Source: JobsEQ®

Note: Figures may not sum due to rounding.

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

The forecasted growth by occupation group in Region 2000 stems from the forecasted growth of industries that need these skills to operate. Given the expected growth in the health care sector, it is not surprising that healthcare support and healthcare practitioners and technical occupations are expected to be the fastest growing occupation groups—at an annual average 1.8% and 1.1%, respectively, over the next ten years. The average annual wage of healthcare support occupations was $25,400 in 2015, while the average wage for healthcare practitioners and technical occupations was $74,400. Personal care and service occupations are expected to be the third fastest growing group at 1.0% per year over the next ten years, with an average annual wage of $22,400. Construction and extraction occupations and community and social service occupations are both expected to grow at an average annual rate of 0.8% over the next ten years, with average annual wages of $36,300 and $39,500, respectively. Four of the top five occupation groups with the highest expected growth in the region pay below-average wages.

Current and Forecast Occupation Growth for Major Groups in Region 2000

| | | Current | | Forecast | | | |
| | | Four Quarters Ending with 2016q3 | | Over the Next 10 Years | | | |
SOC	Title	Employment	Avg. Annual Wages[1]	Total Repl. Demand	Total Growth Demand	Growth Plus Repl. Demand	Avg. Annual Growth Percent
31-0000	Healthcare Support Occupations	3,542	$25,400	785	671	1,456	1.8%
29-0000	Healthcare Practitioners and Technical Occupations	6,306	$71,400	1,403	757	2,160	1.1%
39-0000	Personal Care and Service Occupations	4,174	$22,400	1,071	439	1,510	1.0%
47-0000	Construction and Extraction Occupations	5,246	$36,300	967	454	1,421	0.8%
21-0000	Community and Social Service Occupations	2,183	$39,500	482	181	663	0.8%
15-0000	Computer and Mathematical Occupations	1,882	$79,700	287	122	409	0.6%
13-0000	Business and Financial Operations Occupations	4,110	$64,600	942	191	1,133	0.5%
19-0000	Life, Physical, and Social Science Occupations	621	$66,400	194	28	222	0.4%
25-0000	Education, Training, and Library Occupations	6,177	$40,100	1,333	186	1,519	0.3%
23-0000	Legal Occupations	471	$65,600	93	16	109	0.3%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	3,765	$22,800	846	89	935	0.2%
49-0000	Installation, Maintenance, and Repair Occupations	4,218	$40,700	1,039	79	1,118	0.2%

41-0000	Sales and Related Occupations	11,169	$33,700	3,664	113	3,777	0.1%
35-0000	Food Preparation and Serving Related Occupations	9,502	$20,600	3,559	92	3,651	0.1%
33-0000	Protective Service Occupations	1,374	$36,100	331	-3	331	0.0%
11-0000	Management Occupations	6,531	$100,100	2,256	-10	2,256	0.0%
17-0000	Architecture and Engineering Occupations	2,155	$70,400	540	-29	540	-0.1%
53-0000	Transportation and Material Moving Occupations	6,831	$30,600	1,763	-63	1,763	-0.1%
43-0000	Office and Administrative Support Occupations	15,295	$30,900	3,323	-141	3,323	-0.1%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,532	$46,400	530	-32	530	-0.2%
45-0000	Farming, Fishing, and Forestry Occupations	422	$37,100	200	-38	200	-0.9%
51-0000	Production Occupations	10,042	$34,300	2,643	-857	2,643	-0.9%
00-0000	Total - All Occupations	107,549	$40,700	28,252	2,245	30,497	0.2%

Source: JobsEQ®

Note: Figures may not sum due to rounding.

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

The largest number of workers that employers are expected to need due to industry growth over the next ten years in Region 2000 are in healthcare practitioners and technical (757), followed closely by healthcare support (671) and construction and extraction (454).

Replacement demand includes demand by employers due to workers retiring or changing occupations. When both growth and replacement demand are considered , sales and related occupations top the list of demand occupations with 3,777 workers needed over the next ten years. Food preparation and serving related, with a need of 3,651 and office and administrative support occupations, with a need of 3,323, round out the top three.

Education, training and library occupations are expected to grow at an average annual rate of 0.3%. This translates to 186 workers needed due to growth and another 1,333 needed due to replacements, or 1,519 total openings. Accounting for estimated employment at Liberty University, there could be an additional 1,362 openings over the next ten years, including 525

openings in education, training, and library occupations; 174 for office and administrative support; and 125 openings for management occupations.

The top 30 detailed occupations[5] that employ the most people in Region 2000 make up more than 40% of all employment in the region (see table below). Twenty-two of those occupations typically require only a high school diploma or less to carry out the duties of the job. Two of the occupations require some college, no degree; two require a postsecondary non-degree award; and four typically require a bachelor's degree.

Due to growth in industries that employ the top 30 occupations, 1,400 more positions are expected to be filled over the next ten years beginning with the third quarter of 2016 in Region 2000. This accounts for 62% of the employment growth demand in the region over the next decade. In addition to the workers needed because industries are expanding, 11,925 positions will need to be filled in the top 30 occupations as current workers either retire or move to different occupations.

As in Virginia, retail salespersons, cashiers and combined food preparation and serving workers make up the three largest detailed occupations. The two occupations with the highest location quotient are farmers, ranchers, and other agricultural managers (1.73) and team assemblers (1.29).

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[5] Detailed occupations refer to those at the six-digit Standard Occupation Classification (SOC) level.

Current and Forecast Employment Growth for 30 Largest 6-Digit Standard Occupation Classification (SOC) Groups in Region 2000

| SOC | Title | Current Four Quarters Ending with 2016q3 | | | Forecast Over the Next 10 Years | | | |
		Empl.	Avg. Annual Wages[1]	Location Quotient	Total Repl. Demand	Total Growth Demand	Avg. Annual Growth Percent	Typical Entry-Level Education
41-2031	Retail Salespersons	3,301	$24,200	0.99	1,194	155	0.50%	Less than high school
41-2011	Cashiers	2,894	$19,100	1.15	1,249	-43	-0.10%	Less than high school
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,728	$18,300	1.16	883	51	0.20%	Less than high school
29-1141	Registered Nurses	2,211	$56,400	1.08	512	254	1.10%	Bachelor's degree
43-9061	Office Clerks, General	2,123	$28,100	0.98	456	-25	-0.10%	High school diploma or equivalent
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,779	$24,900	0.99	566	15	0.10%	Less than high school
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,718	$28,600	1	180	-31	-0.20%	High school diploma or equivalent
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,701	$20,600	1.01	338	19	0.10%	Less than high school
43-4051	Customer Service Representatives	1,691	$28,400	0.9	443	107	0.60%	High school diploma or equivalent
35-3031	Waiters and Waitresses	1,673	$21,300	0.91	807	-48	-0.30%	Less than high school
39-9021	Personal Care Aides	1,549	$18,200	1.2	174	339	2.00%	Less than high school
11-1021	General and Operations Managers	1,529	$99,100	0.99	400	32	0.20%	Bachelor's degree
43-5081	Stock Clerks and Order Fillers	1,497	$22,400	1.09	511	58	0.40%	Less than high school
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,365	$39,700	1.04	248	-12	-0.10%	Postsecondary non-degree award
31-1014	Nursing Assistants	1,347	$22,000	1.23	304	194	1.40%	Postsecondary non-degree award
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,229	$33,500	0.98	111	-140	-1.20%	Some college, no degree
41-1011	First-Line Supervisors of Retail Sales Workers	1,180	$39,800	1.06	321	25	0.20%	High school diploma or equivalent
11-9013	Farmers, Ranchers, and Other Agricultural Managers	1,117	$61,600	1.73	677	-95	-0.90%	High school diploma or equivalent
51-2092	Team Assemblers	1,076	$27,100	1.29	248	-56	-0.50%	High school diploma or equivalent
25-2021	Elementary School Teachers, Except Special Education	1,050	$44,200	1.13	220	22	0.20%	Bachelor's degree
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	995	$62,600	0.95	196	-21	-0.20%	High school diploma or equivalent
43-1011	First-Line Supervisors of Office and Administrative Support Workers	968	$46,200	0.93	147	51	0.50%	High school diploma or equivalent
47-2061	Construction Laborers	948	$25,300	1.07	246	113	1.10%	Less than high school
49-9071	Maintenance and Repair Workers, General	941	$35,600	0.96	247	0	0.00%	High school diploma or equivalent

Code	Occupation						Education
25-9041	Teacher Assistants	932	$18,400	1.11	219	21	0.20%	Some college, no degree
37-3011	Landscaping and Groundskeeping Workers	897	$25,500	1.05	208	28	0.30%	Less than high school
31-1011	Home Health Aides	847	$19,900	1.21	187	266	2.80%	Less than high school
43-4171	Receptionists and Information Clerks	781	$23,900	1.03	208	44	0.50%	High school diploma or equivalent
13-2011	Accountants and Auditors	775	$62,200	0.82	223	41	0.50%	Bachelor's degree
37-2012	Maids and Housekeeping Cleaners	760	$19,200	0.85	202	36	0.50%	Less than high school

Source: JobsEQ®

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

Target Sector Analysis

Complementing an updated Comprehensive Economic Development Strategy (CEDS) for the region, a Target Sector Analysis[6] was completed in October 2016. The analysis identified the following five target sectors: food and beverage manufacturing; steel and metals manufacturing; nuclear technology; wireless infrastructure and communication; and financial and business support services. Based on local economic conditions in health care and higher education, five potential long-term, niche opportunities were also identified: nuclear medicine; alternative energy; cybersecurity; unmanned aircraft systems; and educational technology.

Summary tables of current and forecast employment by detailed industry are presented below. For full details of these target sectors, see the Target Sector Analysis available on the website of the R2000 WDB.

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[6] The full analysis is available online at http://region2000works.org/wp-content/uploads/2016/11/Target-Sector-Analysis_Lynchburg-MSA_FINAL.pdf

Industry Snapshot of Food and Beverage in Region 2000

NAICS	Industry	Current Four Quarters Ending with 2016q3			Forecast Over the Next 10 Years		
		Employment	Avg. Annual Wages	Location Quotient	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
1120	Animal Production (Proprietors)	1,090	$7,656	2.74	424	-68	-0.6%
3115	Dairy Product Manufacturing	437	$77,517	4.42	111	-13	-0.3%
3119	Other Food Manufacturing	424	$50,036	2.82	104	-8	-0.2%
3118	Bakeries and Tortilla Manufacturing	307	$37,015	1.37	79	-27	-0.9%
1110	Crop Production (Proprietors)	140	$7,416	0.69	47	-19	-1.4%
3116	Animal Slaughtering and Processing	68	$34,284	0.20	16	-4	-0.7%
1152	Support Activities for Animal Production	48	$28,507	1.30	18	2	0.4%
3112	Grain and Oilseed Milling	36	$40,041	0.84	9	-3	-1.0%
3121	Beverage Manufacturing	25	$28,356	0.16	6	-1	-0.4%
1151	Support Activities for Crop Production	19	$17,027	0.08	6	1	0.5%
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	15	$17,805	0.12	4	-1	-0.7%
1141	Fishing	12	$16,871	0.44	5	-2	-1.5%
3111	Animal Food Manufacturing	7	$44,915	0.16	2	-1	-1.3%
1142	Hunting and Trapping	3	$9,374	0.55	1	0	-1.5%
3113	Sugar and Confectionery Product Manufacturing	2	$19,124	0.03	0	0	-1.7%
3117	Seafood Product Preparation and Packaging	1	$58,010	0.03	0	0	-1.3%
	Food and Beverage	2,635	$31,478	1.20	n/a	-145	-0.6%
	Total - All Industries	107,549	$38,871	1.00	26,305	2,255	0.2%

Source: JobsEQ®

Data as of 2016Q3

Note: Figures may not sum due to rounding.

Industry Snapshot of Steel and Metals in Region 2000

| NAICS | Industry | Current | | | Forecast | | |
| | | Four Quarters Ending with 2016q3 | | | Over the Next 10 Years | | |
		Employment	Avg. Annual Wages	Location Quotient	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
331110	Iron and Steel Mills and Ferroalloy Manufacturing	100	$61,084	1.70	23	-13	-1.4%
331221	Rolled Steel Shape Manufacturing	4	$53,116	0.30	1	0	-0.6%
331318	Other Aluminum Rolling, Drawing, and Extruding	58	$42,854	2.94	12	-12	-2.3%
331511	Iron Foundries	189	$45,883	7.28	42	-46	-2.7%
331529	Other Nonferrous Metal Foundries (except Die-Casting)	30	$45,590	3.52	7	-6	-2.2%
332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing	0	n/a	0.00	0	0	-1.7%
332216	Saw Blade and Handtool Manufacturing	8	$40,892	0.38	2	-1	-1.6%
332312	Fabricated Structural Metal Manufacturing	684	$79,750	10.72	157	-1	0.0%
332313	Plate Work Manufacturing	2,041	$89,108	63.71	472	33	0.2%
332322	Sheet Metal Work Manufacturing	48	$37,351	0.64	11	-2	-0.5%
332410	Power Boiler and Heat Exchanger Manufacturing	207	$69,565	13.21	48	-7	-0.3%
332710	Machine Shops	450	$50,019	2.21	104	-10	-0.2%
332721	Precision Turned Product Manufacturing	10	$39,529	0.34	2	-1	-0.7%
332811	Metal Heat Treating	2	$57,861	0.12	0	0	-0.8%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	9	$42,063	0.22	2	0	-0.5%
332813	Electroplating, Plating, Polishing, Anodizing, and Coloring	57	$62,460	1.32	13	-2	-0.4%
332912	Fluid Power Valve and Hose Fitting Manufacturing	9	$49,876	0.34	2	0	-0.2%
332991	Ball and Roller Bearing Manufacturing	111	$95,188	5.90	25	0	0.0%
332996	Fabricated Pipe and Pipe Fitting Manufacturing	42	$44,079	1.66	9	-4	-0.9%
332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	33	$52,388	0.59	7	-1	-0.4%
	Steel and Metals	4,092	$76,574	4.85	n/a	-75	-0.2%
	Total - All Industries	107,549	$38,871	1.00	26,305	2,255	0.2%

Data as of 2016Q3

Note: Figures may not sum due to rounding.

Industry Snapshot of Nuclear Technology in Region 2000

NAICS	Industry	Current			Forecast		
		Four Quarters Ending with 2016q3			Over the Next 10 Years		
		Employment	Avg. Annual Wages	Location Quotient	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
221111	Hydroelectric Power Generation	1	$78,012	0.08	0	0	-1.8%
221112	Fossil Fuel Electric Power Generation	33	$96,973	0.41	8	-4	-1.3%
221121	Electric Bulk Power Transmission and Control	24	$97,130	1.00	6	-3	-1.3%
221122	Electric Power Distribution	71	$70,718	0.39	17	-10	-1.5%
221210	Natural Gas Distribution	31	$82,779	0.37	7	-6	-2.0%
332410	Power Boiler and Heat Exchanger Manufacturing	207	$69,565	13.21	48	-7	-0.3%
335311	Power, Distribution, and Specialty Transformer Manufacturing	266	$51,668	14.66	53	-32	-1.3%
486210	Pipeline Transportation of Natural Gas	28	$66,621	1.33	8	-2	-0.6%
486910	Pipeline Transportation of Refined Petroleum Products	4	$84,491	0.74	1	-1	-1.4%
541330	Engineering Services	1,783	$107,275	2.48	402	74	0.4%
	Nuclear Technology	2,449	$95,917	2.11	n/a	10	0.0%
	Total - All Industries	107,549	$38,871	1.00	26,305	2,255	0.2%

Data as of 2016Q3

Note: Figures may not sum due to rounding.

Industry Snapshot of Wireless Infrastructure and Communications in Region 2000

NAICS	Industry	Current Four Quarters Ending with 2016q3			Forecast Over the Next 10 Years		
		Employment	Avg. Annual Wages	Location Quotient	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
333249	Other Industrial Machinery Manufacturing	177	$61,499	4.45	37	-25	-1.5%
334118	Computer Terminal and Other Computer Peripheral Equipment Manufacturing	198	$40,476	6.75	32	-47	-2.7%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	145	$83,825	4.09	25	-42	-3.4%
334310	Audio and Video Equipment Manufacturing	16	$69,530	1.12	3	-4	-3.0%
334412	Bare Printed Circuit Board Manufacturing	21	$25,594	1.02	4	-3	-1.8%
334413	Semiconductor and Related Device Manufacturing	23	$110,613	0.18	5	-3	-1.3%
334419	Other Electronic Component Manufacturing	35	$54,379	0.78	7	-4	-1.3%
334519	Other Measuring and Controlling Device Manufacturing	34	$72,295	1.28	6	-6	-1.8%
334614	Software and Other Prerecorded Compact Disc, Tape, and Record Reproducing	1	$38,401	0.17	0	0	-3.8%
335311	Power, Distribution, and Specialty Transformer Manufacturing	266	$51,668	14.66	53	-32	-1.3%
335312	Motor and Generator Manufacturing	13	$66,463	0.50	3	-1	-0.7%
335314	Relay and Industrial Control Manufacturing	7	$58,291	0.20	1	-1	-1.6%
335921	Fiber Optic Cable Manufacturing	4	$58,447	0.60	1	-1	-1.3%
335931	Current-Carrying Wiring Device Manufacturing	26	$48,086	1.12	5	-4	-1.7%
335932	Noncurrent-Carrying Wiring Device Manufacturing	1	$46,024	0.16	0	0	-1.3%
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	2	$56,122	0.12	1	0	-1.7%
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	76	$75,534	0.48	15	-5	-0.6%
423690	Other Electronic Parts and Equipment Merchant Wholesalers	505	$87,959	5.12	101	-50	-1.0%
511210	Software Publishers	33	$66,151	0.13	6	7	1.9%

Industry Snapshot of Wireless Infrastructure and Communications in Region 2000

NAICS	Industry	Current			Forecast		
		Four Quarters Ending with 2016q3			Over the Next 10 Years		
		Employment	Avg. Annual Wages	Location Quotient	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
517110	Wired Telecommunications Carriers	220	$74,899	0.52	39	-46	-2.3%
517911	Telecommunications Resellers	29	$42,702	0.77	6	-2	-0.7%
518210	Data Processing, Hosting, and Related Services	188	$42,018	0.82	38	5	0.3%
541512	Computer Systems Design Services	237	$80,635	0.35	45	41	1.6%
541513	Computer Facilities Management Services	10	$67,846	0.19	2	2	1.9%
541519	Other Computer Related Services	10	$55,310	0.11	2	2	1.6%
541618	Other Management Consulting Services	71	$66,858	0.92	16	17	2.1%
541711	Research and Development in Biotechnology	6	$105,842	0.05	1	0	0.5%
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	24	$55,472	0.07	5	1	0.3%
541720	Research and Development in the Social Sciences and Humanities	3	$36,334	0.06	1	0	-1.9%
	Wireless Infrastructure and Communications	2,381	$67,797	0.76	n/a	-204	-0.9%
	Total - All Industries	107,549	$38,871	1.00	26,305	2,255	0.2%

Source: JobsEQ®

Data as of 2016Q3

Note: Figures may not sum due to rounding.

Industry Snapshot of Financial and Business Support Services in Region 2000

| NAICS | Industry | Current | | | Forecast | | |
| | | Four Quarters Ending with 2016q3 | | | Over the Next 10 Years | | |
		Employment	Avg. Annual Wages	Location Quotient	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
518210	Data Processing, Hosting, and Related Services	188	$42,018	0.82	38	5	0.3%
522220	Sales Financing	3	$54,129	0.04	1	0	0.1%
522291	Consumer Lending	79	$40,438	1.02	16	2	0.3%
522298	All Other Nondepository Credit Intermediation	77	$41,675	1.54	15	2	0.2%
524210	Insurance Agencies and Brokerages	794	$64,568	1.29	185	-10	-0.1%
524291	Claims Adjusting	32	$46,527	0.58	8	6	1.6%
524292	Third Party Administration of Insurance and Pension Funds	19	$48,559	0.14	5	3	1.6%
524298	All Other Insurance Related Activities	943	$59,374	15.09	237	137	1.4%
541214	Payroll Services	14	$38,916	0.12	3	0	0.1%
541611	Administrative Management and General Management Consulting Services	108	$55,442	0.23	24	23	2.0%
541613	Marketing Consulting Services	111	$38,824	0.57	25	24	2.0%
541618	Other Management Consulting Services	71	$66,858	0.92	16	17	2.1%
541860	Direct Mail Advertising	612	$39,489	18.30	155	-10	-0.2%
551114	Corporate, Subsidiary, and Regional Managing Offices	1,240	$58,752	0.83	259	-28	-0.2%
561110	Office Administrative Services	168	$39,300	0.40	36	18	1.0%
561410	Document Preparation Services	23	$33,952	0.39	6	1	0.6%
561421	Telephone Answering Services	7	$19,872	0.25	2	1	1.6%
561431	Private Mail Centers	19	$18,822	0.91	5	1	0.7%
561439	Other Business Service Centers (including Copy Shops)	4	$23,799	0.10	1	0	0.4%
561440	Collection Agencies	9	$73,923	0.09	2	0	0.3%
561491	Repossession Services	4	$29,108	0.55	1	0	0.7%
561499	All Other Business Support Services	48	$33,726	0.69	12	2	0.4%
	Financial and Business Support Services	4,571	$54,045	1.03	n/a	194	0.4%
	Total - All Industries	107,549	$38,871	1.00	26,305	2,255	0.2%

Source: JobsEQ®

Data as of 2016Q3

Note: Figures may not sum due to rounding.

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

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

Job openings identify an immediate skills need, and potential gap, for employers as well as opportunities for job seekers. This is particularly relevant if there are large numbers of job postings for individual occupations indicating many businesses need the same skills. As shown in the table below, first-line supervisors of retail sales workers top the list with 416 openings[7] followed by retail salespersons and combined food preparation and serving workers, including fast food. The top three occupations support the region's retail and food services sectors, occupations such as registered nurses; licensed practical and licensed vocational nurses; pharmacy technicians; and nurse practitioners support the healthcare sector. Occupations including heavy and tractor-trailer truck drivers and maintenance and repair workers, general support the transportation and warehousing and manufacturing firms in the region. Job postings for Liberty University are primarily for secretaries and administrative assistants, office clerks, and education administrators.

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

Online Job Postings for Top 25 Occupations, Region 2000
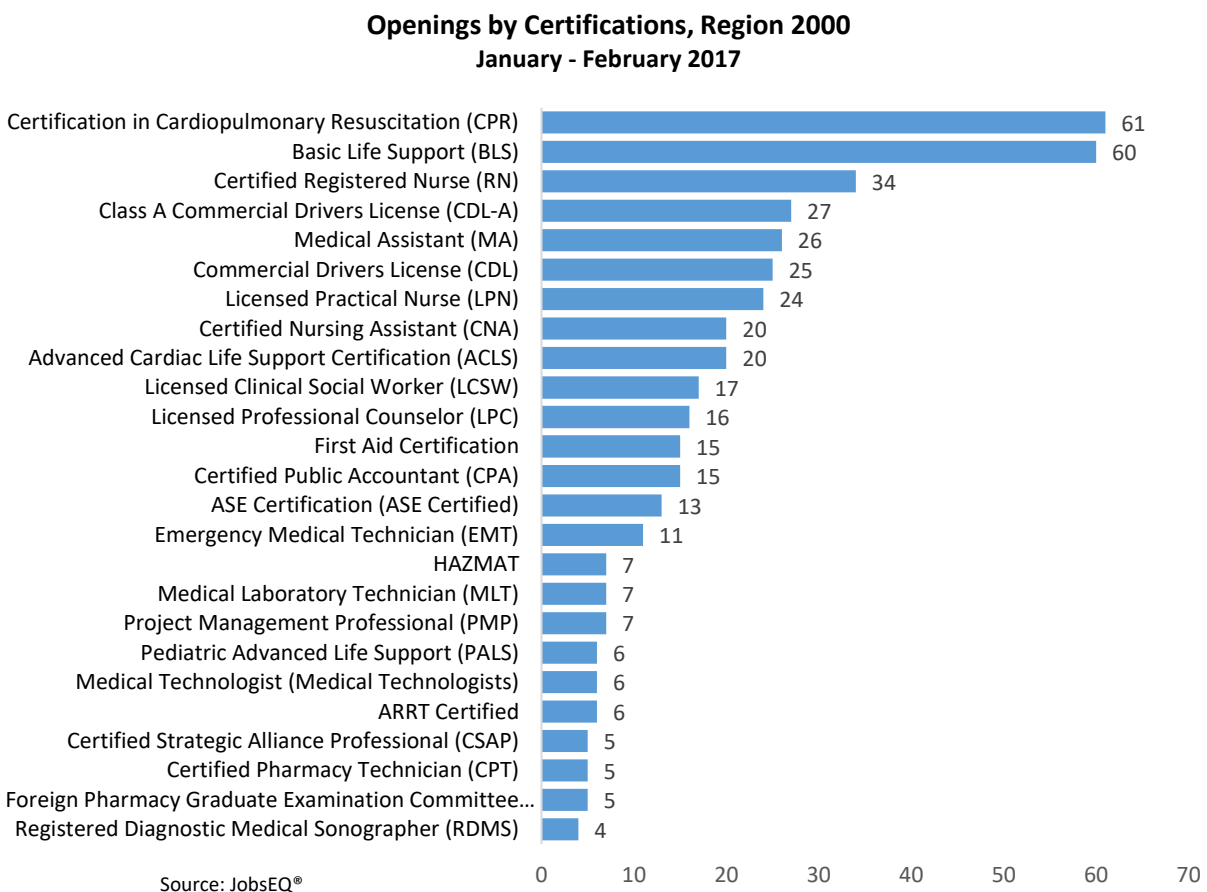**January –February 2017**

SOC	Occupation	Typical Entry-Level Education	Number
41-1011	First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent	416
41-2031	Retail Salespersons	Less than high school	383
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	Less than high school	195
29-1141	Registered Nurses	Bachelor's degree	159
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	High school diploma or equivalent	155
53-3032	Heavy and Tractor-Trailer Truck Drivers	Postsecondary non-degree award	129
35-2021	Food Preparation Workers	Less than high school	89
39-9011	Nannies	High school diploma or equivalent	83
43-5081	Stock Clerks, Sales Floor	Less than high school	83
41-3099	Sales Representatives, Services, All Other	High school diploma or equivalent	81
43-4051	Customer Service Representatives	High school diploma or equivalent	79
49-9071	Maintenance and Repair Workers, General	High school diploma or equivalent	73
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	High school diploma or equivalent	71
41-2011	Cashiers	Less than high school	61
21-1014	Mental Health Counselors	Master's degree	54
53-3031	Driver/Sales Workers	High school diploma or equivalent	51
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Less than high school	50
29-2052	Pharmacy Technicians	High school diploma or equivalent	48
37-2012	Maids and Housekeeping Cleaners	Less than high school	43
43-9061	Office Clerks, General	High school diploma or equivalent	42

Source: JobsEQ®
Note: Online jobs included were active at any point in the 30-days preceding February 6, 2017. As such, this report may include some ads that were closed as of that date and may include some ads that were first posted prior to the 30-day period.
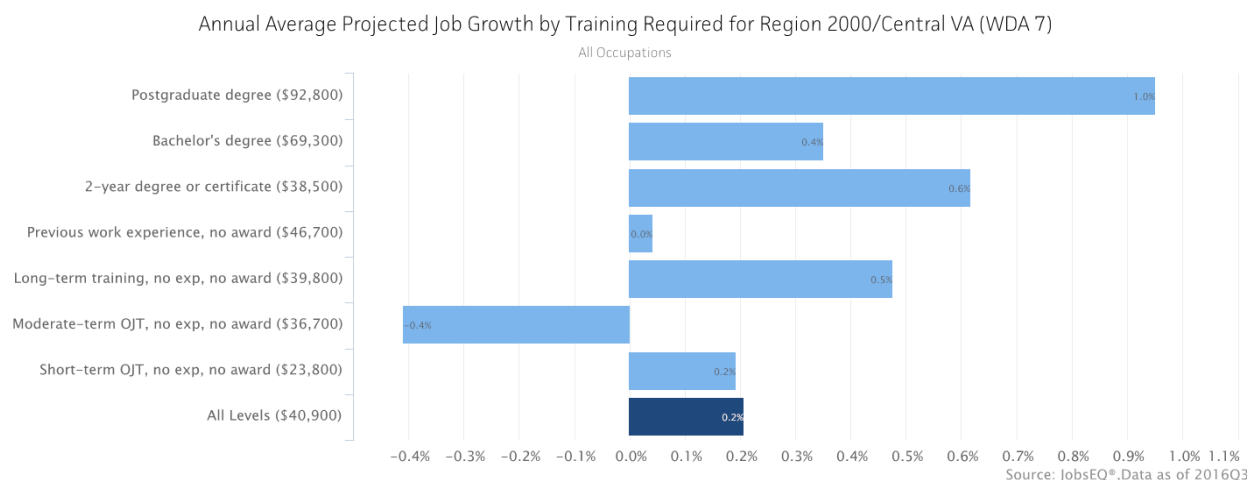
Eight occupations in the top 25 list of job openings typically require a high school diploma and 11 require no formal educational credential. One requires some college, no degree, two require postsecondary non-degree awards, another two require a bachelor's degree, and one requires a master's degree.

Certifications requested in the text of online job postings primarily support the healthcare sector. CPR, basic life support, and certified registered nurse top the list of the top 25 certifications requested in job ads over this 30 day period—overall, sixteen of the top 25 certifications are related to healthcare. Class A Commercial Drivers License (CDL-A) was the fourth most requested certification, in 27 postings, while CDL appeared in 25 posts. Supporting community and social service occupations, Licensed Clinical Social Worker (LCSW) was requested in seventeen online postings and Licensed Professional Counselor (LPC) was requested in 16.

Openings by Certifications, Region 2000
January - February 2017

Certification	Count
Certification in Cardiopulmonary Resuscitation (CPR)	61
Basic Life Support (BLS)	60
Certified Registered Nurse (RN)	34
Class A Commercial Drivers License (CDL-A)	27
Medical Assistant (MA)	26
Commercial Drivers License (CDL)	25
Licensed Practical Nurse (LPN)	24
Certified Nursing Assistant (CNA)	20
Advanced Cardiac Life Support Certification (ACLS)	20
Licensed Clinical Social Worker (LCSW)	17
Licensed Professional Counselor (LPC)	16
First Aid Certification	15
Certified Public Accountant (CPA)	15
ASE Certification (ASE Certified)	13
Emergency Medical Technician (EMT)	11
HAZMAT	7
Medical Laboratory Technician (MLT)	7
Project Management Professional (PMP)	7
Pediatric Advanced Life Support (PALS)	6
Medical Technologist (Medical Technologists)	6
ARRT Certified	6
Certified Strategic Alliance Professional (CSAP)	5
Certified Pharmacy Technician (CPT)	5
Foreign Pharmacy Graduate Examination Committee…	5
Registered Diagnostic Medical Sonographer (RDMS)	4

Source: JobsEQ®

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

The chart below presents projected annual average job growth through 2026 by training required for occupations. The most rapid growth forecasts among these groups are for occupations that require a postgraduate degree (+1.0%), or a two-year degree or certificate (+0.6%). The latter group includes occupations such as nursing assistants, heavy and tractor-trailer truck drivers, and licensed practical and licensed vocational nurses, and automotive service technicians and mechanics.

Annual Average Projected Job Growth by Training Required for Region 2000/Central VA (WDA 7)
All Occupations

Postgraduate degree ($92,800)	1.0%
Bachelor's degree ($69,300)	0.4%
2-year degree or certificate ($38,500)	0.6%
Previous work experience, no award ($46,700)	0.0%
Long-term training, no exp, no award ($39,800)	0.5%
Moderate-term OJT, no exp, no award ($36,700)	-0.4%
Short-term OJT, no exp, no award ($23,800)	0.2%
All Levels ($40,900)	0.2%

Source: JobsEQ®,Data as of 2016Q3

In addition to the occupation demand detailed previously, occupations in demand in the region were also identified in the Regional Profiles accompanying The Commonwealth of Virginia WIOA Combined State Plan.[8] The following table presents updated data for those top twenty

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[8] Occupations supporting target sectors are detailed in full Target Sector Analysis available on the website of the Region 2000 Workforce Development Board.

occupations.[9] Eleven of the top twenty occupations are attainable with a high school diploma or equivalent, and another two are attainable with a postsecondary nondegree award. Of the top twenty occupations, fifteen are relevant to the Commonwealth's statewide target sectors, suggesting strong business demand and an increased level of mobility in those occupations.

Region 2000 Top 20 In Demand Occupations, 2016Qtr3-2026Qtr3

| | | Current | | | Forecast | | | | |
| | | Four Quarters Ending with 2016q3 | | | Over the Next 10 Years | | | | |
SOC	Title	Empl	Avg. Annual Wages[1]	Relevant to Target Sectors	Total Repl Demand	Total Growth Demand	Total Demand	Avg. Annual Growth Percent	Typical Education Needed for Entry
29-1141	Registered Nurses	2,211	$56,400	•	512	254	766	1.1%	Bachelor's degree
11-1021	General and Operations Managers	1,529	$99,100	•	400	32	432	0.2%	Bachelor's degree
41-1011	First-Line Supervisors of Retail Sales Workers	1,180	$39,800	•	321	25	346	0.2%	High school diploma or equivalent
13-2011	Accountants and Auditors	775	$62,200	•	223	41	264	0.5%	Bachelor's degree
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	699	$29,300		211	18	229	0.3%	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	589	$38,100	•	155	74	229	1.2%	Postsecondary nondegree award
43-1011	First-Line Supervisors of Office and Administrative Support Workers	968	$46,200	•	147	51	198	0.5%	High school diploma or equivalent
39-5012	Hairdressers, Hairstylists, and Cosmetologists	351	$40,400		145	16	161	0.4%	Postsecondary nondegree award
47-2111	Electricians	553	$43,600	•	96	64	160	1.1%	High school diploma or equivalent
41-3021	Insurance Sales Agents	371	$48,700		123	23	146	0.6%	High school diploma or equivalent
51-4041	Machinists	447	$37,600	•	128	18	146	0.4%	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	479	$51,200	•	121	20	141	0.4%	High school diploma or equivalent

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

Code	Occupation								
47-2031	Carpenters	713	$34,200		118	25	143	0.3%	High school diploma or equivalent
17-2051	Civil Engineers	330	$77,200	•	96	15	111	0.4%	Bachelor's degree
49-9041	Industrial Machinery Mechanics	309	$42,300	•	81	24	105	0.8%	High school diploma or equivalent
13-1031	Claims Adjusters, Examiners, and Investigators	244	$79,700	•	65	28	93	1.1%	High school diploma or equivalent
17-2141	Mechanical Engineers	273	$92,500	•	92	5	97	0.2%	Bachelor's degree
29-1069	Physicians and Surgeons, All Other	244	$237,500	•	69	29	98	1.1%	Doctoral or professional degree
47-2152	Plumbers, Pipefitters, and Steamfitters	422	$41,100		64	35	99	0.8%	High school diploma or equivalent
11-9111	Medical and Health Services Managers	248	$96,900	•	66	32	98	1.2%	Bachelor's degree
	Total - Top 20 Occupations	**13,026**	**$58,800**	**N/A**	**3,252**	**830**	**4,082**	**0.6%**	**N/A**
	Total - All Occupations	**107,549**	**$40,700**	**N/A**	**28,252**	**2,245**	**30,497**	**0.2%**	**N/A**

Source: JobsEQ®

Note: Figures may not sum due to rounding.

Note: Negative growth demand is not counted in total demand

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

WORKFORCE SUPPLY ANALYSIS

Labor force employment and unemployment

Region 2000 began to experience employment decline associated with the Great Recession in the second quarter of 2008. Employment generally decreased through the fourth quarter of 2013. Employment then increased for ten of eleven quarters, but remains 5.3% below its previous peak as of the third quarter of 2016.

Employment for Region 2000/Central VA (WDA 7), Four-Quarter Moving Average

Region 2000/Central VA (WDA 7) (107,549)

Source: JobsEQ®. Data as of 2016Q3. The shaded areas represent national recessions.
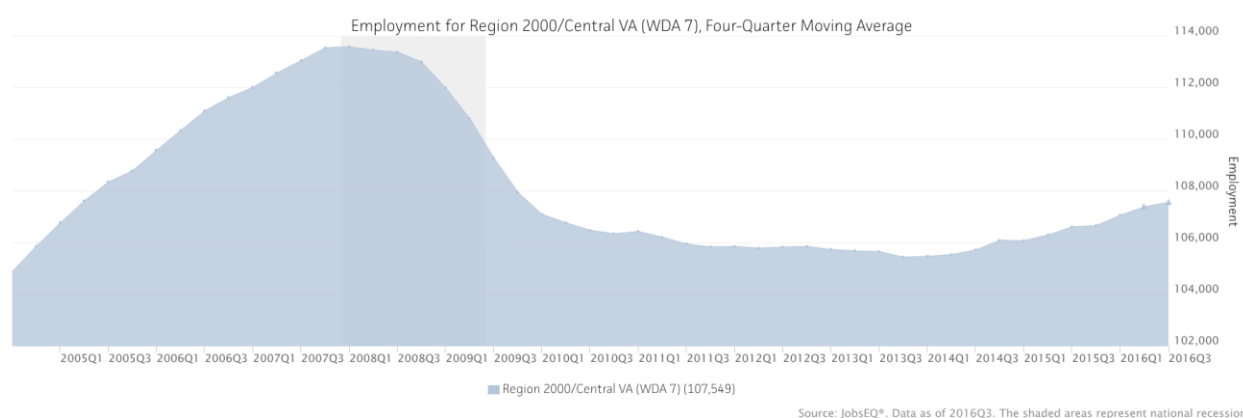
The unemployment rate in Region 2000 has declined considerably since peaking at a seasonally adjusted rate of 8.2% in January and February 2010, but remains above the state unemployment rate.

Seasonally Adjusted Unemployment Rate for Region 2000/Central VA (WDA 7)

Region 2000/Central VA (WDA 7) (4.9%)   Virginia (4.3%)   USA (5.0%)

Source: JobsEQ®. Data as of Nov 2016. The shaded areas represent national recessions.
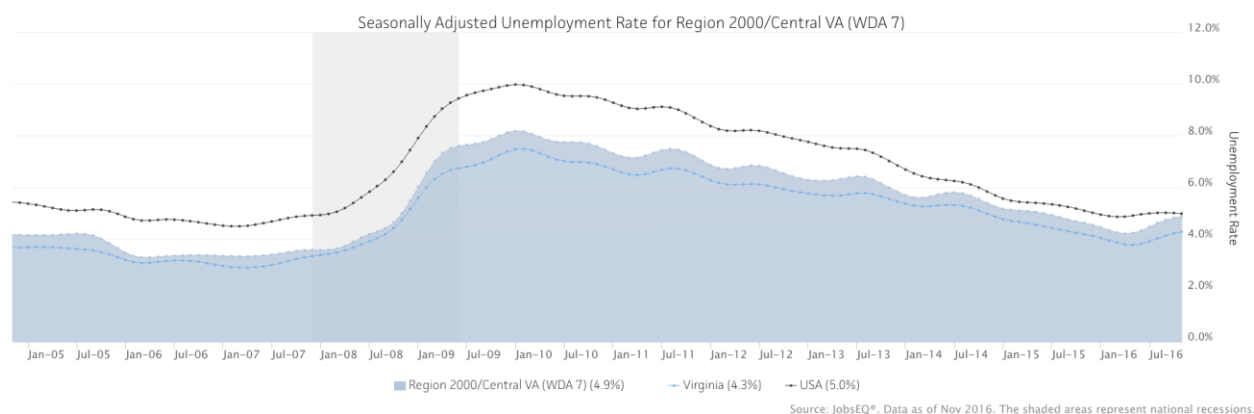
Since peaking at the beginning of 2010, the Region 2000 unemployment rate has fallen 3.3

percentage points to 4.9% as of November 2016. In comparison, seasonally adjusted unemployment in November 2016 was 4.3% in Virginia and 5.0% in the nation in November 2016.

The unemployment rate varies somewhat around the region. It was the highest in November 2016 in Lynchburg City (4.9%) where the management of companies and enterprises and wholesale trade sectors have declined over the last year and Appomattox County (4.6%), where employment in the public administration and health care and social assistance sectors has decreased over the same period. In contrast, the unemployment rate is lowest in Bedford County (4.1%), benefiting from recent growth in manufacturing and retail, and Amherst County (4.3%), which has seen growth over the year in the health care and social assistance sector.

Region 2000/Central VA (WDA 7), Unemployment Rate as of November 2016

< 4.3%
4.3% to 4.4%
≥ 4.4%

Source: JobsEQ®, ESRI. Data as of November 2016
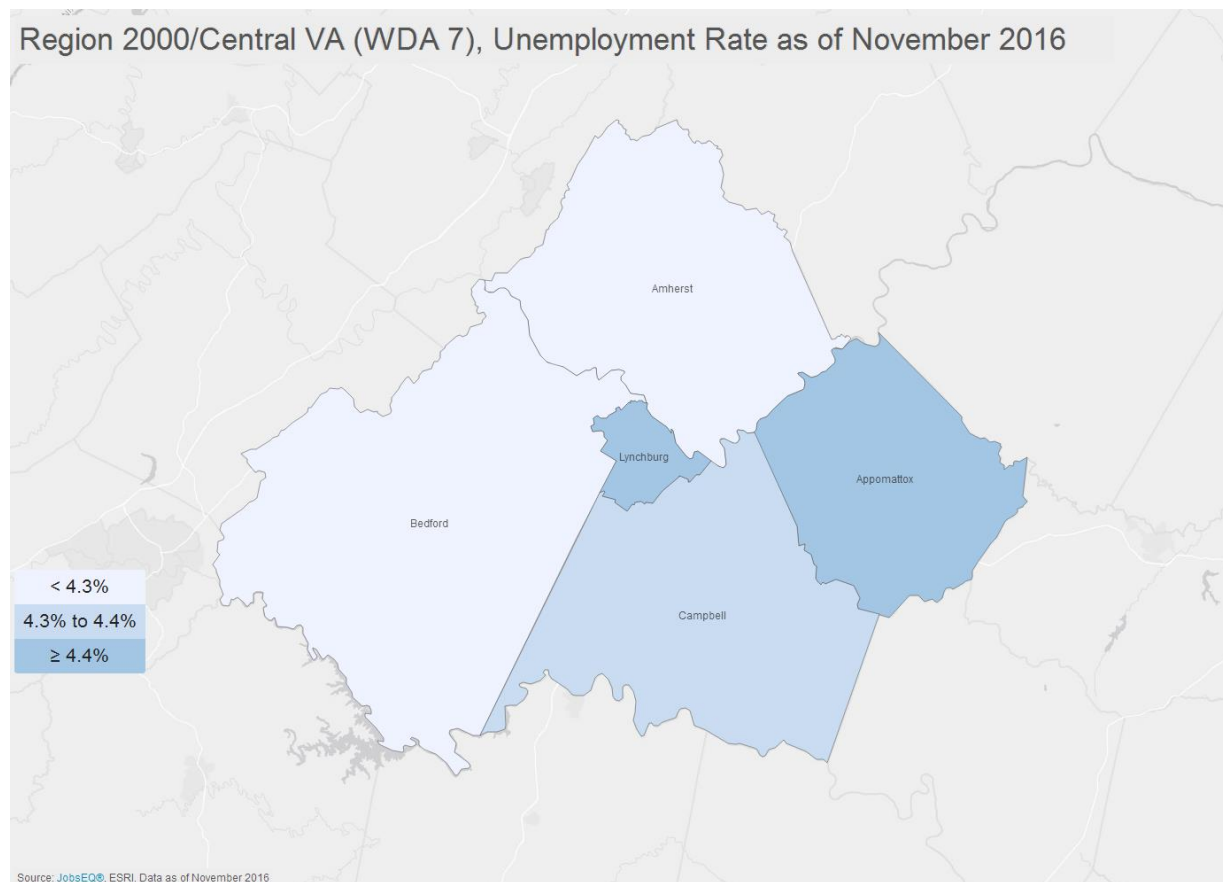
Labor market trends

Labor market trends impact both the demand and supply sides of the workforce. On the demand side, the shifting industry mix in Region 2000 over time creates changes in the skills and occupations needed by businesses, with accompanying changes in workers' wages. On the supply side, the regional workforce is aging, and growth in the regional labor force has been modest.

Consistent with one of the broadest changes impacting the types of workforce skills needed in Virginia and the nation, employment in Region 2000 has been shifting from goods-producing to service-producing industries. The percentage of workers in Region 2000 creating goods (agriculture, forestry, and fisheries; construction; manufacturing; and mining, quarrying, and oil and gas extraction) has fallen from 29.8% in the first quarter of 2002 to 22.1% in the third quarter of 2016. Employment in goods-producing industries stood at 23,435 in the third quarter of 2016. In contrast, employment at service-producing firms has increased from 70.2% to 77.8% over the same period, employing 83,924 as of the third quarter of 2016.

Employment for Region 2000/Central VA (WDA 7), Four-Quarter Moving Average
Goods Producing

■ Region 2000/Central VA (WDA 7) (23,435)

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

Employment for Region 2000/Central VA (WDA 7), Four-Quarter Moving Average
Service Producing

Region 2000/Central VA (WDA 7) (83,924)

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

In addition to requiring a different skill set, growing industries may not provide the same salaries and wages for low-to-middle skilled workers as the industries in decline. Overall, wages have increased at an average annual rate of 1.6% in the region over the last five years, compared to 1.5% average annual growth in Virginia and 2.2% in the nation over the same period. Given the relatively slower regional growth in wages, the gap between average wages in Region 2000 and national average wages has been gradually widening over the past five years while the gap between average wages in Region 2000 and Virginia average wages narrowed modestly over the same period.

Average Annual Wages for Region 2000/Central VA (WDA 7)

Region 2000/Central VA (WDA 7) ($38,871)   Virginia ($53,485)   USA ($52,724)

Source: JobsEQ®. Data as of 2016Q3. The shaded areas represent national recessions.
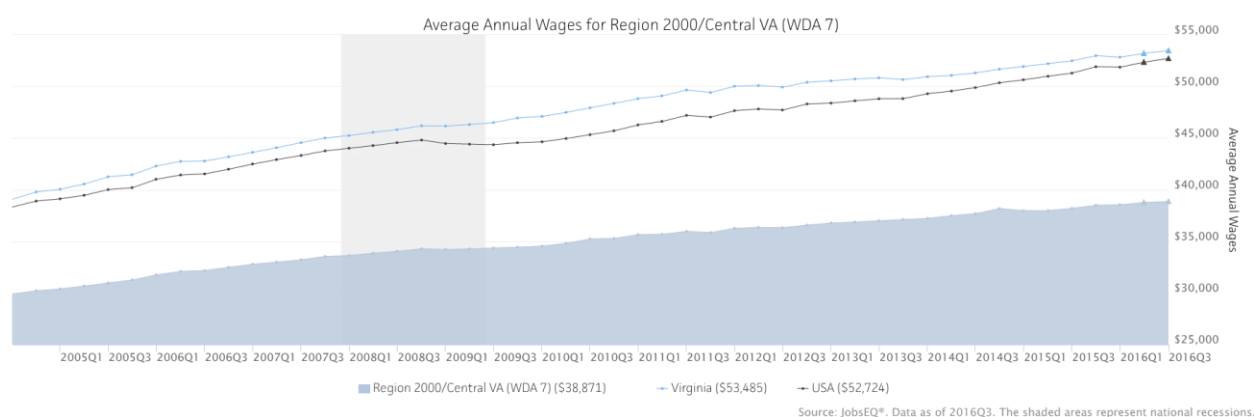
Many of the industries adding jobs over the past five years have average wages below the regional average, while some higher-paying industries have declined. The table shown below,

which is ranked by employment changes over the last five years, shows accommodation and food services (+1,108 jobs) adding the largest number of jobs over this period followed by health care and social assistance (+708). Average wages in those sectors are $14,435 and $42,948, respectively, compared with a regional average wage of $38,871. Three of the four industries with the fastest employment growth over this period had average annual wages below the regional average. In contrast, the management of companies and enterprises sector contracted by 640 jobs over the same period, 350 jobs were lost in wholesale trade, and the professional, scientific, and technical services sector declined by 215 jobs. Wages in all three sectors are above the regional average.

Region 2000's Changing Industry Mix Ranked Based on Total Employment Change Over the Last Five Years

		Current			Historical		
					Total Change over the Last 5 Years	Average Annual % Change in Employment 2011q3-2016q3	
		Four Quarters Ending with 2016q3					
NAICS	Industry	Employment	Avg. Annual Wages	Location Quotient	Employment	Region 2000	Virginia
72	Accommodation and Food Services	9,064	$14,435	0.95	1,108	2.6%	2.6%
62	Health Care and Social Assistance	17,433	$42,948	1.15	708	0.8%	2.0%
44	Retail Trade	13,969	$23,130	1.19	560	0.8%	0.9%
56	Administrative and Support and Waste Management and Remediation Services	5,535	$22,527	0.79	243	0.9%	2.4%
99	Unclassified	190	$59,210	0.77	190	n/a	29.9%
11	Agriculture, Forestry, Fishing and Hunting	1,777	$16,008	1.12	157	1.9%	1.3%
92	Public Administration	3,223	$42,488	0.63	105	0.7%	0.5%
23	Construction	6,697	$38,853	1.13	90	0.3%	0.6%
81	Other Services (except Public Administration)	5,342	$23,258	1.12	62	0.2%	1.0%
53	Real Estate and Rental and Leasing	1,425	$35,894	0.78	58	0.8%	0.5%
71	Arts, Entertainment, and Recreation	1,443	$17,556	0.68	34	0.5%	1.7%
22	Utilities	357	$60,135	0.62	26	1.6%	0.0%
21	Mining, Quarrying, and Oil and Gas Extraction	54	$48,011	0.12	16	7.5%	-8.0%
31	Manufacturing	14,907	$56,666	1.67	10	0.0%	0.4%
52	Finance and Insurance	3,364	$50,926	0.79	-61	-0.4%	1.7%
51	Information	1,083	$43,461	0.50	-153	-2.6%	-1.4%
48	Transportation and Warehousing	2,993	$50,535	0.68	-166	-1.1%	2.2%
61	Educational Services	8,664	$33,691	0.97	-175	-0.4%	0.0%
54	Professional, Scientific, and Technical Services	5,441	$68,887	0.77	-215	-0.8%	0.8%
42	Wholesale Trade	3,348	$61,541	0.79	-350	-2.0%	-0.1%

55	Management of Companies and Enterprises	1,243	$61,606	0.80	-640	-8.0%	0.0%
	Total - All Industries	107,549	$38,871	1.00	1,608	0.3%	1.1%

Source: JobsEQ®

Note: Figures may not sum due to rounding.

Following a national and statewide trend, a large percentage of the workforce in Region 2000 is nearing retirement. More than 41% of the workforce is aged 45 through 64, with 18.5% in the 55 through 64 age cohort.

Region 2000 Workforce by Age Cohort
Four Quarters Ending 2014 Q3
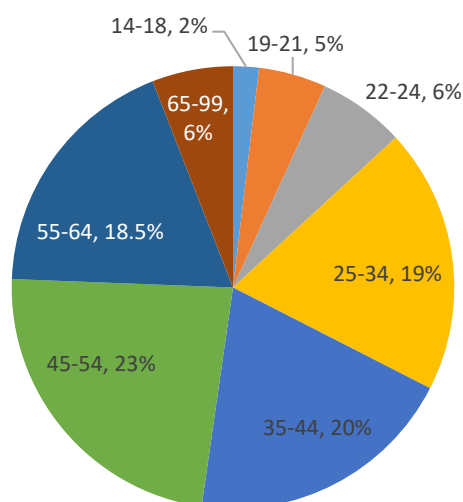
Source: JobsEQ

The percentage of the workforce near retirement in the region varies by industry. In both the manufacturing sector and the transportation and warehousing sector, for example, 54% of the workforce is 45 through 64 years old. In contrast 19% of the accommodation and food services and 33% of the retail sectors are between the ages of 45 and 64.

Stagnant labor force growth in the region may limit opportunities for expanding employment in Region 2000.[10] With an annual average population growth rate of 0.9% between 2005 and 2015, Region 2000 has lagged slightly behind Virginia's rate of 1.0% while growing slightly faster than the national rate of 0.8% over the same period. The chart below shows overall labor force change for Region 2000 and Virginia indexed to 1990. While the available labor force in the state has expanded 33% over this period, Region 2000's labor force has increased only 16% since 1990, and has generally been declining following the Great Recession.
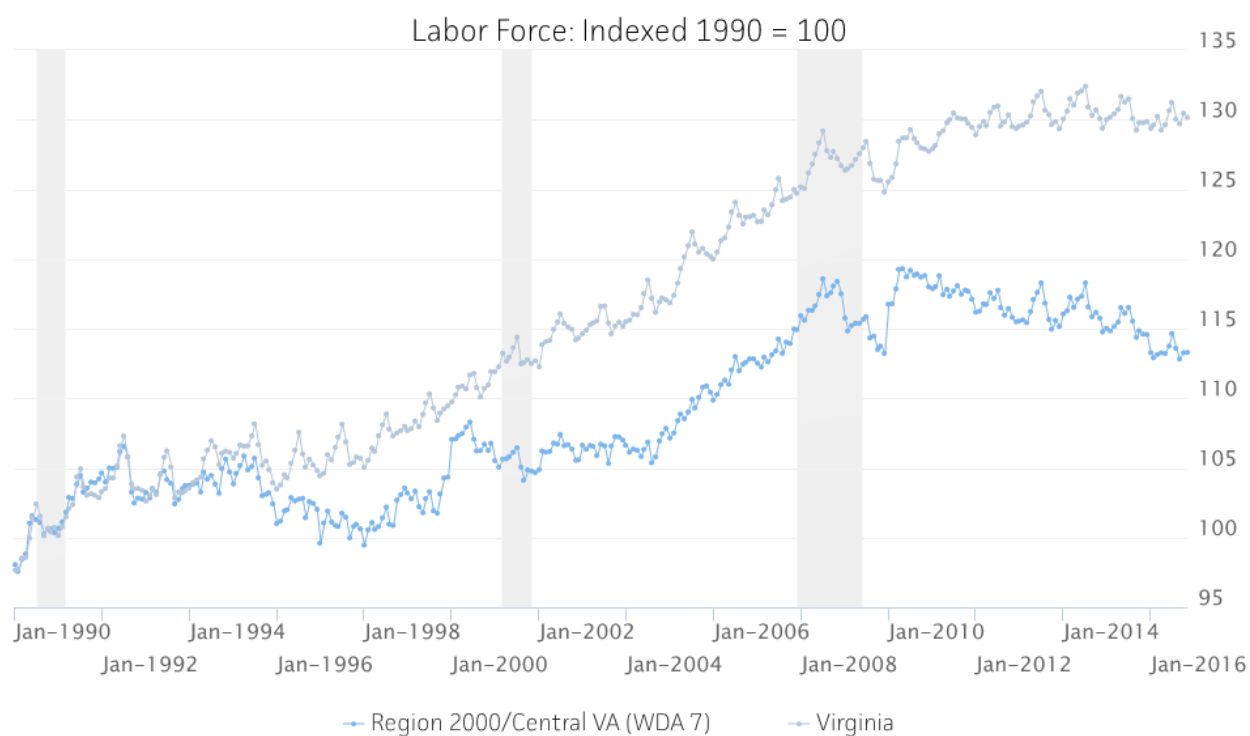
Improving employment among populations with barriers to employment may offer a path to expanding the labor force participation in Region 2000. The percentage of populations with barriers to employment, as shown in the table below, is generally above levels in the state, with

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

the exception of veterans, populations born in a foreign country, and populations that speak

English less than very well. Labor force participation among individuals with a disability in

Region 2000 is 38.3%, compared to a 42.6% participation in Virginia. An estimated 12.3% of

households in the region receive food stamps, compared with 9.7% in Virginia. Similarly, the

percent of disconnected youth in Region 2000 (2.5%) is higher than that in the state (2.1%).

Select Demographic Data, Including Populations with Barriers to Employment

	Percent		Value	
	Region 2000	Virginia	Region 2000	Virginia
Population[1]	—	—	259,950	8,382,993
Population Annual Average Growth[1]	0.9%	1.0%	2,144	80,589
Labor Force Participation Rate and Size (civilian population 16 years and over)[2]	59.7%	64.7%	125,836	4,266,800
Armed Forces Labor Force[2]	0.1%	1.7%	219	109,986
Veterans, Age 18-64[2]	6.6%	8.8%	10,657	454,935
Poverty Level (of all people)[2]	15.6%	11.5%	38,210	921,822
Households Receiving Food Stamps[2]	12.3%	9.7%	12,197	295,767
Disconnected Youth[2,3]	2.5%	2.1%	434	9,091
Children in Single Parent Families (% of all children)[2]	34.1%	31.3%	17,046	556,588
With a Disability, Age 18-64[2]	11.7%	9.1%	18,697	464,695
With a Disability, Age 18-64, Labor Force Participation Rate and Size[2]	38.3%	42.6%	7,155	198,136
Foreign Born[2]	3.1%	11.7%	7,855	966,601
Speak English Less Than Very Well (population 5 yrs and over)[2]	1.3%	5.6%	3,147	435,851

Source: JobsEQ

1, Census 2015, annual average growth rate since 2005

2, ACS 2011-2015
3, Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

The percentage of individuals age 18 through 64 with a disability in Region 2000 (11.7%) is

higher than that of the state (9.1%) based on the ACS, 2011-2015. As shown in the map below,

the concentration of individuals with a disability varies by county. The largest percentages are

in Appomattox County (14.9%), Campbell County (12.4%), and Amherst County (12.3%).
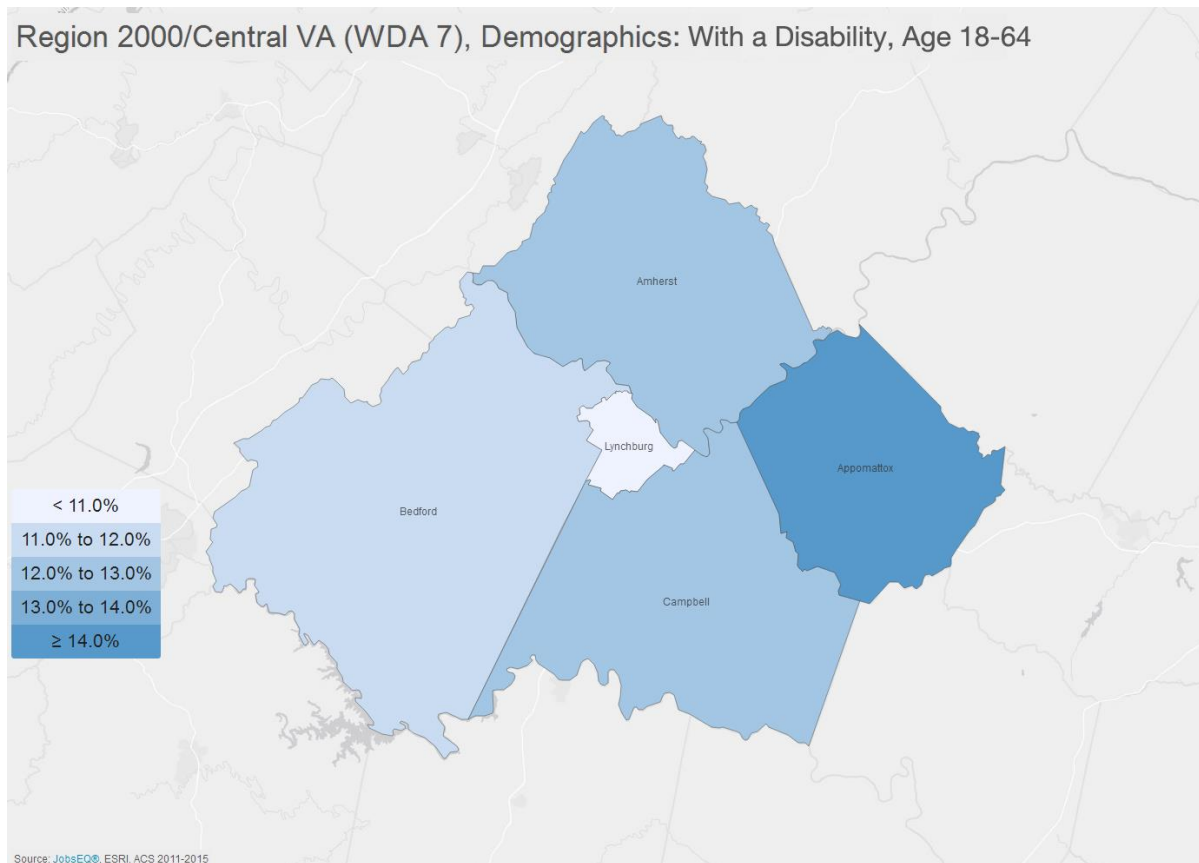
Disconnected youth are aged 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force. Though the percent of disconnected youth is 2.5% in Region 2000, the percentage ranges from 0% in Appomattox County up to 4.1% in Campbell County.

Region 2000/Central VA (WDA 7), Demographics: Disconnected Youth
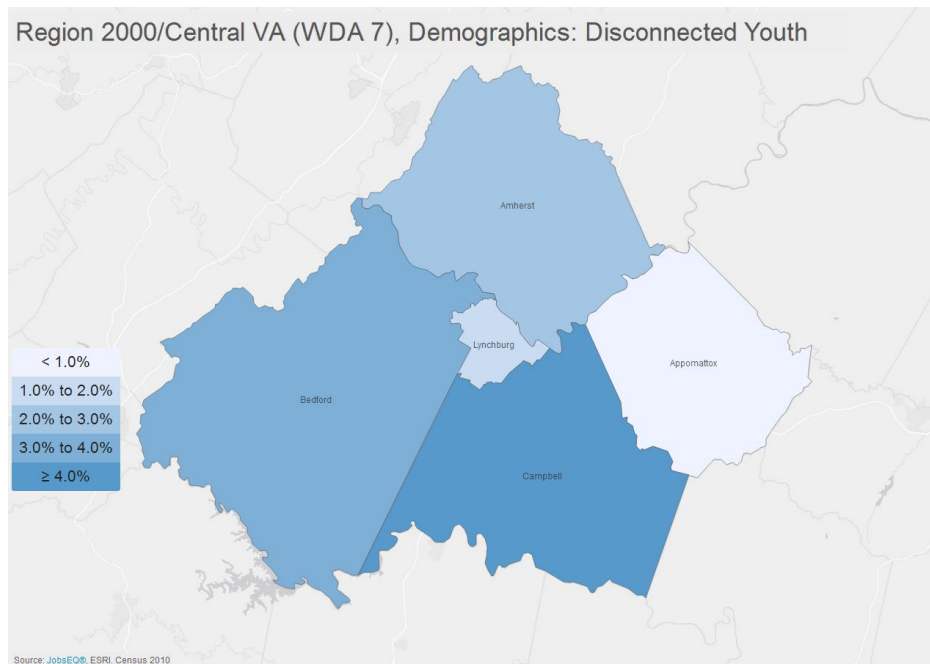
The percentage of veterans age 18-64 also varies somewhat across the region. The largest concentrations of veterans are in Appomattox County (8.8%) and Bedford County (7.5%). The map below shows the concentration of veterans by county in the region.

Region 2000/Central VA (WDA 7), Demographics: Veterans, Age 18-64
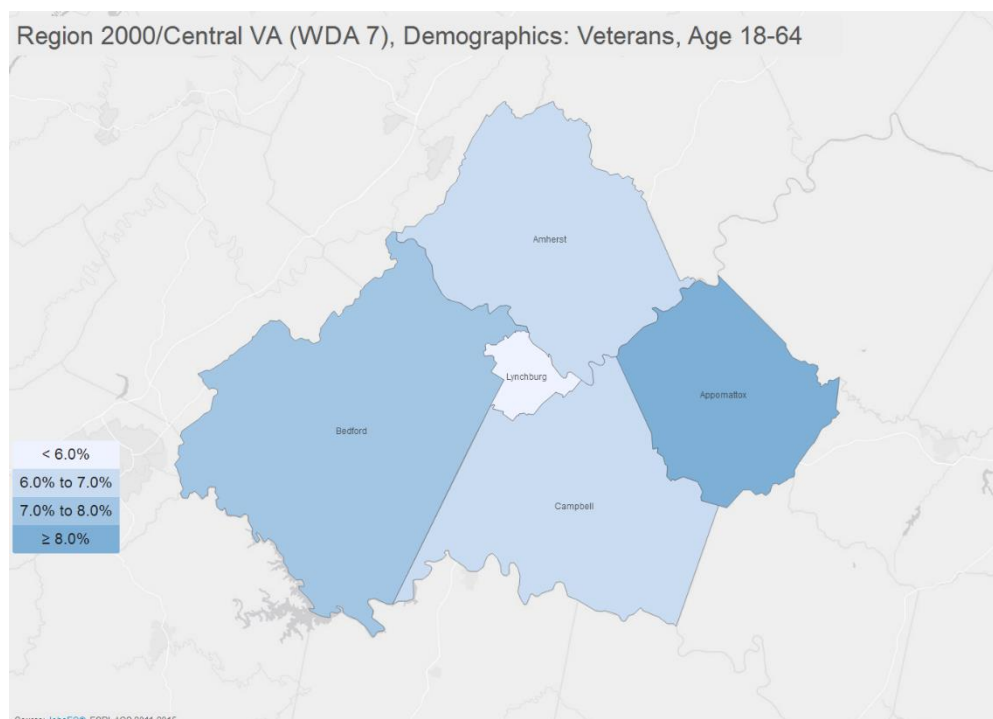
Single-parent households include male householders, no wife present and female householders, no husband present, both in households with one or more people under 18 years. The percentage ranges shown in the map below are a share of all households with one or more people under 18 years, based on ACS 2011-2015. Single-parent households are particularly concentrated in Lynchburg City (44.8%), Appomattox County (39.9%), and Amherst County (34.6%).

Region 2000/Central VA (WDA 7), Demographics: Children in Single Parent Families (% of all children)

< 29.0%	
29.0% to 34.0%	
34.0% to 35.0%	
35.0% to 39.0%	
39.0% to 44.0%	
≥ 44.0%	

Source: JobsEQ®, ESRI. ACS 2011-2015
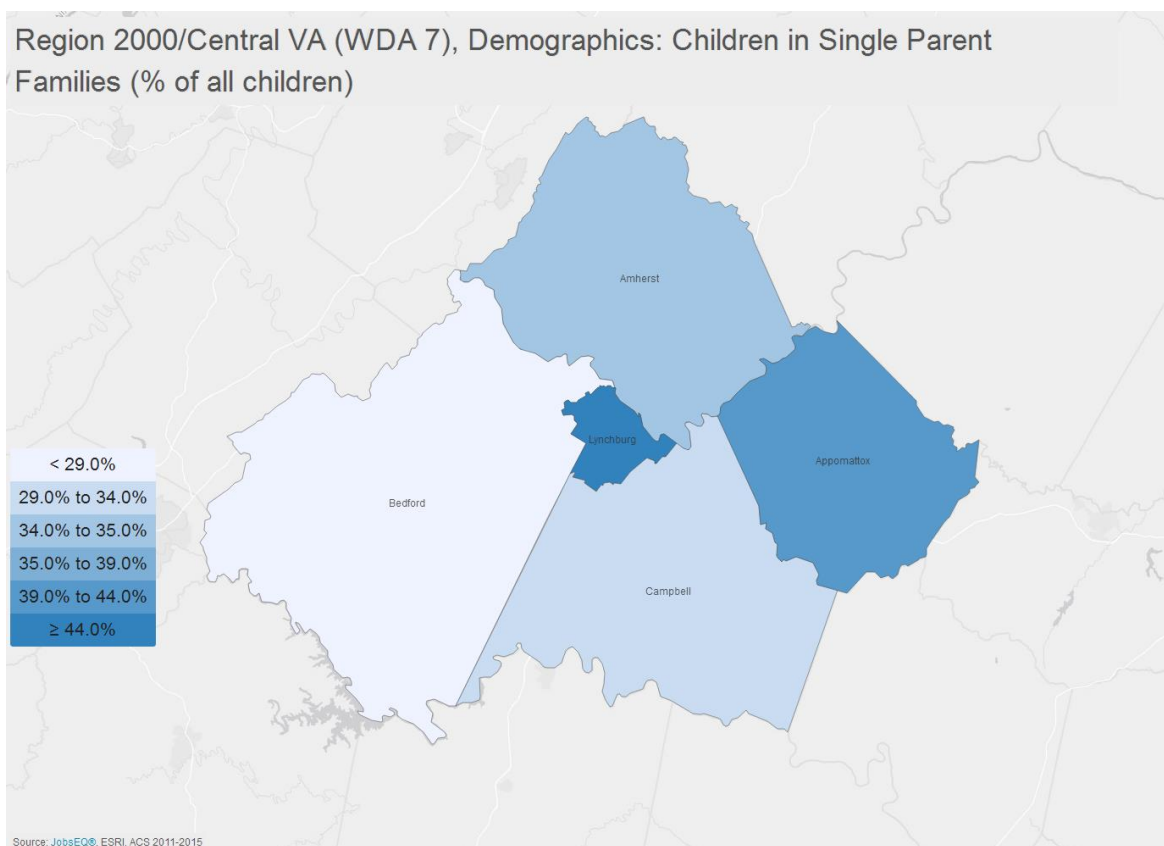
<u>Educational and skill levels of the workforce, including individuals with barriers to</u>

<u>employment</u>

Region 2000's working-age population is generally less educated when compared with the state

and nation. Twenty-seven percent of individuals aged 25 through 64 in the region have a

bachelor's degree or higher compared to 37.8% in the state and 30.9% in the nation. At the

opposite end of the spectrum, 9.9% of the Region 2000 population aged 25 through 64 have no

high school degree, compared to 9.5% in Virginia. The percent with an associate's degree in

Region 2000 (9.2%) is slightly above the percentage in Virginia (7.9%).

Educational Attainment, Age 25-64

	Percent			**Value**		
	Region 2000	**Virginia**	**USA**	**Region 2000**	**Virginia**	**USA**
No High School Diploma	9.9%	9.5%	11.8%	12,547	425,011	19,736,243
High School Graduate	31.0%	23.8%	26.4%	39,207	1,060,810	43,982,863
Some College, No Degree	23.2%	20.5%	21.7%	29,338	913,912	36,187,232
Associate's Degree	9.2%	7.9%	8.8%	11,633	350,791	14,742,654
Bachelor's Degree	17.4%	22.6%	19.9%	22,073	1,007,981	33,245,950
Postgraduate Degree	9.3%	15.8%	11.4%	11,837	706,207	18,952,103

Source: ACS 2011-2015 & JobsEQ®

As in the state and nation, educational attainment varies by race and ethnicity in Region 2000.

Fifty-three percent of Asian residents age 25 and older have earned a bachelor's degree of

higher, compared with 27% of white alone, and 12% of black or African American alone. By

ethnicity, 22% of the Hispanic or Latino population has a bachelor's degree or higher, compared

with 27% of white, not Hispanic or Latino.

Educational Attainment , Age 25 and older, by Race and Ethnicity			
	Less Than High School Diploma	High School Graduate	Some College or Associate's Degree	Bachelor's Degree or Higher
White Alone	12%	30%	31%	27%
Black or African American Alone	21%	39%	28%	12%
Asian Alone	18%	14%	14%	53%
American Indian and Alaska Native Alone	12%	29%	31%	29%
Native Hawaiian and Other Pacific Islander Alone	39%	12%	30%	19%
Some Other Race Alone	36%	25%	20%	19%
Two or More Races	12%	35%	29%	24%
White Alone, Not Hispanic or Latino	12%	31%	31%	27%
Hispanic or Latino	28%	21%	29%	22%

Source: ACS 2011-2015

SWOT Analysis

A SWOT session was conducted during a facilitated strategy session on January 10, 2017. The convening engaged approximately 70 stakeholders, including representatives from the Workforce Development Board, WIOA partner organizations, community based organizations, and businesses. Additionally, 14 stakeholders participated in InsidersEQ®, an online collaboration platform facilitated by Chmura, over the period of January 7, 2017 through February 7, 2017. Findings from the SWOT and InsidersEQ were leveraged to inform the development of the strategic objectives.

Strengths	Weaknesses
- Educational programs strong. Variety k-12, vocational trade, goodwill, universities. VTI, CVCC - Variety of employers - There's a One-Stop now - City TechHire program - Businesses get help with training - Lots of college students - Lots of programs - Resources for businesses - VEC can filter recruits, etc. - Apprenticeship program - Cost of living - Cost of doing business - Funding - Resources in place - Library- hub, world community platform - Align companies- look into classes – see certifications - Technology advanced companies - LMI (labor market info)/ access for employers - Focus on awareness of data referral	- Knowledge of education needs to be strong - Highway of communication needed - Need to reach young people with skill, trade info. K-12 and parents and school counselors. Need qualified students for certain fields (nursing for example) - Need more rural access to services - High-speed web - Employees personal accountability - Some parents tell kids to go to wrong education choice. - Cost of education - Soft skills need improved. Schools can help! - Confusion. Who? What to do? - Marketing - Transportation - Complicated system for employers - Streamline process needed - Restrictions on federal/ state funds - Additional partners not on site full-time - Broadband

system • Access to real-time data, smartphones • Enhanced connections • Classes for basic computer skills, focus on that for employers • Available computer access in the community- opportunities for classes • Access to VEC/ DOL data • Educational Institutes (Higher) – sift through data • Census data • Manufacturing Technician 1 (MT1) career pathway currently • CNA program currently • the center excels at Rapid Response services to businesses and helping dislocated workers navigate services, training, and opportunities. • maintain a job board in each of our libraries • on campus job fairs and helps disseminate job openings to faculty and students in matching degree and certificate programs • CVCC has industry advisory groups for degree and credentialing programs • CVCC has an online system to help connect students with companies • Integrated education and training programs	• Agencies operating in silence • Lack of data management system • Lack of knowledge of common outcome measures for partners • Lack of technical resources – what are capabilities? -> not using technology to full capabilities • Training • Transportation • Marketing • Difficult for employers to use system • Fear of technology ("mistrust of what happens to data") • Duplication of services • Do we know if there are any common metrics and shared outcomes out there? • Bridging gap between employer needs and skilled workforce • individuals having to return to the center several times due to issues with paperwork. They also find that can take months to get approval. • The level of professionalism I have experienced at the one-stop is a huge deterrent for businesses. • Transportation is a huge barrier in Campbell County. • Placing an immediate barrier by asking them to train 30-40 hours per week without pay. • complicated and bulky on boarding process

Opportunities	Threats
- Create career videos, etc. for parents, students - Better communication about careers here - Funding/grants for programs - Business need to give people a reason to stay $, advancements, benefits - Schools implement hands-on programs for work/trades - Branching out to rural areas and communicating it - Transportation - Marketing/ Branding - Social services, K-12 edu -> partnerships - Workforce navigator - School divisions being more engaged, partnerships, networking, training space (general assembly changes) - Connect to people through technology - Engaging key people (community – front line, natural community leaders) - Non-profits – opportunities for job searches, church connections - Good timing – business people -> church people (build from ground up) - Opportunity to go to people – smart phones - Getting ahead classes (Bridges out of Poverty) – "plug in" info about classes - Utilize resources - Collecting data to guide decision making - Have clients at the table (engage clients with voices) – offer incentive - Enter info in 211.com; figure out a way to push people from 211 - Ability to identify future needs - Expand CNA program - Expand childcare – CDA	- Temp agencies could cause job seekers to job hop and not stay - They need a better strategy - Possible uptick in unemployment - Parents' time is so stretched. How do we reach them? - People being offered more money outside the region - Businesses may leave the region because of workforce issues - Loss of funding - Lack of employers - Pool of applicants - Fear - Uncertainty - Large territory - Businesses won't use technology - Broadband access - Change in technology - Fear of competition - Lack of education/ training - Lack of self-efficacy - Turnover of R2000 WDB members -> starting over [clarified that board members serve 2 years, with option to add another 2 years, but they have different terms so a part of the board rotates out every year.] - Politics in policies -> rules change on federal level - Talking -> no action - Lack of funding - Lack of communication - Guarding turf/ silos - Funding - Economic/ political stability - Conventional thinking - Present culture/ mindset - navigating the system and understanding where to go to get

- Other than a few OTJs, I'm unaware of much business engagement with the Center
- All InsidersEQ respondents indicated One-Stop operations could be somewhat or significantly improved in providing business services and career services.
- collaborating with VEC staff to help match qualified applicants with potential position openings is key.
- Value can come through financial incentives as well as the ability to find qualified talent for open positions
- financial incentives for hiring dislocated workers is a big value add for employers
- You need one leader to [make data and information systems better aligned and interoperable]. One gatekeeper who can say no to irrelevant information and keep the rest of the partners accountable for using a single point of entry and electronic database.
- We need solid data on the true picture of the workforce pipeline.
- libraries should be a key stakeholder in the workforce system since the libraries is a central place for numerous types if resources and it is an accessible place for most people
- All InsidersEQ respondents agreed there would be some or significant improvement in workforce ecosystem outcomes if the strategies and mission of partners were more coordinated.
- Soft skill training. Everyone seems to be doing this - why can't we provide this in one place?
- PluggedInVA model

- assistance and what services service providers can bring to the table [is truly frustrating]
- The number of workforce partners employers need to go through in order to get an employee is a huge disincentive. In my experience, they would rather work with one person or do it on their own than try to figure out this web.
- Almost half of participants said there was little data alignment and integration across the regional workforce ecosystem
- FERPA which protects the security and confidentiality of student records and data with a shared system

SWOT Analysis Discussion:

i.   Education and Training in the Region

Public schools in the R2000 WDB service area reflect the community's vision; technology permeates all curricula levels, and is also spotlighted in a broad array of exceptional Career and Technical Education (CTE) programs. All CTE courses in every public secondary school system and enrollment numbers for juniors and seniors have been catalogued and are updated annually on the R2000 WDB website: http://region2000works.org/career-and-technical-education/

Dual-enrollment arrangements with the local community college enable area students to pursue advanced studies and training while still in high school. Adding to this benchmark, surrounding regional schools share this same understanding and passion of the necessary framework needed to consistently produce students who become productive and contributing residents. The Central Virginia Governor's School for Science and Technology has become a model for others of its type with a mission of providing a dynamic educational community exploring the connections among mathematics, science and technology. The Governor's School provides talent development for the next generations of researchers and scientists. Another option for students looking to accelerate their learning process, the XLR8 STEM Academy was created as a partnership between Region 2000 development organizations, area schools and businesses, such as AREVA, BWXT, Delta Star and Centra. The hope for the XLR8 STEM Academy, is for students to begin thinking about STEM early and that they will be interested in technical careers in the future, such as machining,

engineering and quality control. Central Virginia Community College provides dual-enrollment credits to students and houses the program. The Future Focus Foundation also provides support to the academy in various other ways, such as helping select staff and students for the school, and offering opportunities for company tours or internships. The region's selection of private schools uniquely provide education ranging from a classical education with the essential elements of our culture and values, to a faith based education curriculum. Private school enrollment regionally reaches 3,500+ students from Pre-K through 12th grade.

Collectively, our area schools identify connections among the elements and talents within our school community. Through this reflection, we have developed a long tradition of academic excellence coupled with local civic engagement which makes for a positive relationship among our schools, colleges, universities, businesses and local government. And the thousands of students graduating every year make a wonderful—and talented—addition to our workforce. In efforts to make that workforce more robust, institutions like Virginia Technical Institute (VTI) and Central Virginia Community College provides class room and hands-on training in a variety of trade fields including electrical, plumbing, heating and air, welding, pipe-fitting, carpentry, masonry, multi-craft industrial maintenance, and project management.

The R2000 WDB area is home to many competitive and highly ranked two- and four-year colleges and universities. These colleges include Central Virginia Community College, Liberty University, Lynchburg College, Sweet Briar College, Randolph College and Virginia University of Lynchburg. Together, these post-secondary schools enroll approximately 25,000 students

on their campus-based programs. Liberty University alone has over 95,000 students enrolled in on-line courses.

ii.   Workforce Development Capacity Building and Implementation Strategy

The R2000 WDB is developing a Talent Solutions Team as one component of a comprehensive business services strategy. The Talent Solutions team is comprised of designated staff from the WIOA Title I programs, Virginia Employment Commission, Adult Education, Virginia Department for Aging and Rehabilitative Services, Education and Training Providers within Region 2000 and staff from public and/or private secondary and postsecondary schools who can connect jobseekers with employers. The Executive Director of the Workforce Development Board is currently facilitating the Talent Solutions Team development and is establishing a shared leadership approach for the Team lead by representatives from the WIOA mandated partners. The shared leadership approach using leadership from DARS, Veterans and Title 1 staff will ensure that the needs of individuals with barriers to employment are given primary consideration for training and employment. The R2000 Workforce Board will also continue engagement with the Blue Ridge Re-entry council to ensure that individuals reentering society from incarceration have opportunities to pursue training and employment. Per recommendation of the strategic plan, a communications coordinator position (Workforce Navigator) will be hired by the Workforce Board during the next fiscal year to support the business services/talent solutions team and coordinate employer outreach. The Workforce Navigator will be the primary point of contact for employers seeking engagement with the workforce system and will be responsible for communicating employment and training needs with all education, training and employment providers in the workforce ecosystem. The Talent

Solutions team is considering merging with the DRS sponsored RANE (Region 2000 Network for Employment) and will meet monthly and at other times as needed to share information, resources, and implement sector or employer specific workforce strategies.

The R2000 WDB is partnering with the Lynchburg Regional Business Alliance to host a Workforce Summit in early May that will engage all the K-12 and postsecondary workforce ecosystem partners and regional employers. The Workforce Summit will serve as the initial staging forum to begin developing employment sector strategies and career pathways to meet the region's future workforce needs. During the Workforce Summit employers in attendance will share employment and training needs, concerns and projections over the next 5-10 years and provide a point of contact for Talent Solutions Team members to provide follow-up and ongoing engagement with the workforce system.

Central Virginia Community College has agreed to take the lead role, in partnership with all secondary schools in the region, to build career pathways for career sectors identified through the strategic planning processes. The R2000 WDB will provide resources to help facilitate and coordinate career pathway development. Most importantly, the R2000 WDB will develop an effective communication system to connect job seekers and those who assist them with current labor market information, training resources and employment while also connecting employers with qualified job seekers. Using a variety of media including web-based tools and staffing resources such as workforce system staff and career coaches, the R2000 WDB will ensure that all individual citizens and employers have easy access and ongoing input to the workforce system for continuous improvement.

VISION & MISSION

Vision

A customer-focused workforce system that supports regional prosperity through efficiently developing the talents of individuals to meet the employment needs of our region.

Mission

We provide the primary connection between our two customers—businesses and jobseekers—ensuring demand is met with a highly-qualified supply of applicants.

GOALS AND STRATEGIC INTENT

Goal: Leverage target sector-based partnerships to position career pathways from K-12 education through employment

Strategy: Position industry action teams for system transformation

The R2000 WDB will form industry action teams (IATs) to bridge the workforce needs of target sectors to the work of the WDB. Key members of these teams will include leaders from industry, workforce, education, and economic development, but need not be R2000 WDB members. IATs will be responsible for steering the development of sector partnerships that aim to address skill shortages, develop talent pipelines, and launch industry-responsive workforce initiatives across the region.

The R2000 WDB will ***identify and recruit workforce "champions"*** from targeted industries, related programs of study and/or industry advisory groups, and other system partners to drive the formation of IATs. These teams will act on behalf of the R2000 WDB to ***engage businesses to learn about specific workforce needs.*** The R2000 WDB will design tools for primary data gathering and analysis to validate and expand upon the findings indicated by secondary data.

IATs will encourage participation by peer businesses and other stakeholders and leverage the findings from data gathering to inform the development of relevant and responsive solutions.

For example, secondary data may indicate a shortage of welders but primary data will provide specific insights from businesses as to why such shortages may exist. A Steel and Metals IAT would be positioned to act upon this information, bolstered by diverse resources from industry, workforce, education, and economic development. In this case, potential outcomes may include the development of a customized training program co-designed by educators and businesses, the integration of a specific type of welding application into a current program, or a group of businesses agreeing to host work experiences to attract future workers.

IATs will be empowered by the R2000 WDB to *perform "best practices" research* seeking to discover models of industry-led workforce development that have experienced successful outcomes elsewhere across the globe. Aspects of successful models may be woven into the design and development of regional initiatives. Our intent is to *design and pilot industry-led workforce initiatives* that flow out of the workforce needs of targeted industries.

For example, if our Steel and Metals IAT discovers that disproportionately high rates of retirement from key occupations is hampering productivity and growth, then it may be determined that attracting younger workers to careers in steel and metals industries is one priority to be translated into an initiative. A possible initiative might be to develop an industry cohort training model with small groups of young adults to expose them to the real world of work in steel and metals, measure their skills and aptitudes, link them to an industry mentor, simulate the work environment, etc. Once a worker's interest is affirmed, the R2000 WDB may

support their entry into the appropriate training and education (work-based, postsecondary, or both) that prepares them to launch their career in steel and metals.

By year three of this plan, the R2000 WDB– having learned from its experiences forming its first IATs – intends to *form additional IATs* that serve other target sectors. Ultimately, we aim to have a dedicated IAT serving each target sector and uniting around the needs of regional industries while leveraging the resources of workforce system partners. *Successful models from earlier pilots will be replicated* to meet the meet the needs of these industries (and vice-versa over time). As the intermediary for the region's workforce system, the R2000 WDB will be responsible for catalyzing the formation of IATs, measuring the effectiveness of interventions, and working with IATs to improve. Moreover, the R2000 WDB will be responsible for casting a wide net to recruit partners to scale up and sustain the work of IATs, and exchange best practices with other regions through its network of peers across Virginia and the U.S.

Goal: Enrich the system through technologies that streamline customer service experiences

Strategy: Connect systems data to inform day-to-day operations

Technology offers an opportunity for the region to further expand operations beyond the bricks and mortar Workforce Center (One-Stop), improve customer service for both employers and jobseekers, and capture systems data to streamline operations. However, there is a potential risk in adopting technology due to fear of new technologies and an often steep learning curve to realize full functionality. Embracing the connection of data across the workforce system and technology-enabled customer service experiences will require significant engagement with partners and deliberate examination, but will better enable the Board to evaluate and continuously improve day-to-day operations and enrich the system.

The R2000 WDB will *form an ad-hoc committee of the Board to research and evaluate technologies* that broaden access to the workforce system for business and jobseeker customers. Survey instruments will be designed to gather feedback from both jobseekers and businesses related to their interaction at multiple points of engagement with the system. For example, jobseekers will be asked to complete questionnaires regarding the effectiveness of workshops they attend; businesses will be asked to complete questionnaires rating their impressions of services received. These surveys may be administered at point of service or post-service via email. Responses will be shared with the committee to *identify opportunities to*

improve customer service. Based on their analysis of this feedback, the committee will work to *discover technology-based solutions to realize opportunities* for improvement.

The committee will be encouraged to learn from other WDBs and One-Stop centers, as well as to draw upon the expertise of industry partners in putting together a slate of technology options to address opportunities for improving service experiences. The committee will *perform a comparative analysis* of competing options and *make recommendations on what technologies to purchase to the Board*.

Goal: Act as the organizational catalyst to the regional workforce system

The Comprehensive Economic Development Strategy (CEDS) and Implementation Plan dated October 2016 includes Goal III, educating and developing a sustainable workforce. The broad strategic objectives of Goal III are:

- *"Proactively connect our education and training institutions with regional employers.*
- *Ensure that regional training and degree programs are aligned with the needs of regional employers and target sectors.*
- *Successfully retain graduates from our region's education systems.*
- *Attract talented graduates, young professionals, and experienced workers in occupations experiencing significant labor shortages.*
- *Raise awareness about the importance of public education to the region's family-friendliness, economic competitiveness, and workforce sustainability."*

The WDB's Goal to act as the organizational catalyst to the regional workforce system is reinforced by the CEDS Key Initiative #6 which places the R2000 WDB as the lead implementer of the CEDS's recommended Regional Talent Coalition.

Strategy #1: Establish baselines, benchmarks, and forecasts for operational and skilled-labor gaps in the region.

The R2000 WDB will *establish criteria for targeting specific sectors and occupations.* For example, industries may have to demonstrate a positive total demand forecast, pay wages above a certain threshold, present opportunities for career pathways, and employ a minimum number of workers in the region to be considered as a target for the WDB's investments. Likewise, occupation targets may need to demonstrate sustained demand, pay family sustaining wages, and/or be attainable with a certain level of training and education, amongst other conditions, to be supported with system resources. Once the R2000 WDB has established these criteria, we will *identify target industries and occupations* that pertain to our workforce development area. Ideally, these targets will overlap or compliment the target sectors identified by our regional economic development partners. In the event of significant gaps, this would signal an opportunity to revisit and re-evaluate regional targets with our partners to discover opportunities for future alignment.

Once targets have been established, the R2000 WDB will *perform a gap analysis of training and education programs* to assess the capacity of our region's training infrastructure to support the workforce needs of target sectors and the availability of relevant instructional programs to prepare workers to pursue careers in targeted industries and occupations. The first

phase of this work will be performed through secondary data analysis and presented to the R2000 WDB to determine priorities. This work will provide a foundation for the formation of our first Industry Action Teams (IATs).

Strategy #2: Align system partners to capture and respond to the voice of all customers and stakeholders

System partners include those entities represented on our Board as well as organizations that play a role in the region's workforce system but may not be represented with a Board seat. For example, public libraries and some community-based organizations may prove invaluable assets to operationalizing aspects of our plan but may not have Board representation. System priorities will be established by the R2000 WDB while aspects of operationalizing the plan will be delegated to R2000 WDB subcommittees for oversight and guidance.

Once priorities have been established, the R2000 WDB will *identify necessary and available resources needed to act on priorities.* This exercise will inform the development of an asset map and the engagement of more system partners. The R2000 WDB will *develop action plans to close resource gaps*; a critical feature of these plans will be leveraging resources from system partners to fulfill shared goals.

The R2000 WDB will become less "place" bound by the One-Stop center and more embedded in communities across the region to maximize access to many services. One aspect of our plan is to *increase engagement of faith-based and community-based organizations* to discover where our missions overlap and assess opportunities to collaborate on the delivery of services. For

example, a church may be delivering programs to break families out of poverty, or a community-based organization may be delivering entrepreneurial training; either of these scenarios might provide an opportunity for the R2000 WDB and another organization to mutually bolster and reinforce the effectiveness of our respective programs. Moreover, our intent is to **launch partner sites across the region to deliver services** that reduce the burden of travel to the One-Stop. For example, public libraries or community based organizations may become One-Stop access points, equipped with dedicated workstations where jobseekers can determine their eligibility to enroll in programs, complete virtual learning modules, participate in workshops, and research career options, amongst other things. Partners such as these will effectively expand our reach and increase participation in the workforce system.

Recently, our Board began to **examine the feasibility of forming a 501c3 organization** to allow the possibility of diversifying our funding streams and gaining more flexibility in who we can serve and how we serve them. For example, given our reliance on public funds, we have clear guidelines on how funds can be allocated and utilized within the workforce system. In some cases, we have jobseekers who need our support but may not be eligible to access services. Whether the formation of 501c3 organization to help expand our reach across the region is the right move is an issue to be decided before the close of performance year 2017.

Strategy #3: Develop professional skills at the service front lines

Executing this plan introduces significant changes at multiple levels of our region's workforce system. The breadth of partners, new programs and the changes in the structure of our service delivery alone will require a period of acclimation, learning and adaptation for R2000 WDB staff

and our One-stop partners' staff. In recognition of these changes, all R2000 WDB and One-Stop staff will complete several professional development modules in year one of this plan. The first series of these modules will ensure that all staff *increase knowledge of system-wide services* and have a clear understanding of our vision and mission, the mission of our partners, the points of alignment and overlap between organizations, and the effects of this overlap in our everyday operations.

As described above in our goals to enrich the system with technology and align the system around the voice of customers, this plan reinvigorates our commitment to *improve customer service and satisfaction*. R2000 WDB leadership and all staff will complete ongoing professional development to become familiar with, and proficient practicing continuous quality improvement (CQI). These practices will become central to developing a professional environment that embraces transparency, accountability and customer satisfaction at all levels of engagement, both internal and external. As new technologies are integrated into our service delivery model, adequate training to promote proficient utilization of these technologies will be a component of all service agreements.

Goal: Develop and deploy messaging that effectively communicates the system and services to stakeholders—employers, job seekers, and service providers

Strategy: Add marketing coordinator to staff

Given the current lack of awareness across the region relative to the capabilities and impact of our workforce system, coupled with the transformations that this system will undergo through operationalizing this plan, an extensive degree of communications outreach will be necessary. The R2000 WDB will hire permanent staff who is dedicated to boosting our region wide visibility, conveying the diverse benefits achieved by our system, and encouraging broader utilization of the system. The first major task to fulfilling this goal will be to clearly *describe the return on investment (ROI) message for region wide customers.* This work will involve collaboration with IATs, R2000 WDB leadership, front line staff, customers, and system wide partners.

One aspect of this message to business customers may be the future returns associated with accessing a qualified, career-ready workforce that are more likely realized by investing resources in the workforce system now. For example, a business choosing to host field trips and job shadowing in its workplace may increase the likelihood of effectively promoting interest by future workers in pursuing careers in its industry. Or a business that agrees to influence the

design of an instructional program's curriculum may increase the likelihood of accessing graduates from that program who possess the specific skills needed by that business.

For jobseekers, the returns to be gained may be breaking free of cyclical poverty or advancing one's career by capitalizing on workforce system resources. For example, unemployed, underemployed, future workers and/or workers choosing to re-enter the workforce may not realize the abundance of resources at their disposal in our workforce system. Whether it be accessing labor market information to explore in-demand careers, participating in workshops (e.g. behavioral interviewing), enrolling in training programs that lead to gainful employment in growing industries, or directly seeking employment or internships, amongst many other services – these can be smart investments of a jobseeker's time and energy relative to the potential returns to be earned.

Another key undertaking early on in this plan is to ***articulate the reimagined One-Stop*** as being less about a centralized brick and mortar facility and more about the span of the workforce system beyond the One-Stop. For example, several services will become virtually accessible from the confines of one's own home, a local community center or a public library. Our job will be to shift perceptions of the workforce system from being place-based and burdensome to access to being mobile, embedded in every community, and easily accessible. Concurrent with this work, the R2000 WDB will need to ***develop short- and long-term messaging to achieve brand development and brand recognition*** that displaces historical perceptions (e.g. stigma of programs and services for low-skilled workers) among customers and provides a fresh

impression that encourages utilization of the workforce system (e.g. opportunities to develop human capital or pursue exciting careers).

Another key role of our staff will be to leverage labor marker information to ***bridge the knowledge gaps between the employers in the region and the jobseekers.*** These bridges may be manifest by making information more accessible through our own website, empowering career and business services teams with key talking points, presentations, and regular reports to be shared with their customers, and supporting our Board and IATs with relevant information they need to guide their work. While this work will be team-based in terms of gathering data and consolidating information, the actual outputs will be primarily shaped by our marketing coordinator.

These Goals, Strategies, and Strategic Objectives are summarized in the table on the following pages.

LEAD 2020

Goals	Strategies	Strategic Objectives	Outcomes
1. Leverage target sector-based partnerships to position career pathways from K-12 education through employment	**1.1** Position industry action teams for system transformation	**1.1.1** Identify and recruit workforce "champions" from targeted industries, related programs of study, and others as applicable	Increased business engagement with formal agreements
		1.1.2 Engage businesses to learn about specific workforce needs	Employer buy-in on training programs
		1.1.3 Complete "best practices" model research	Increased connection of jobseekers to businesses through career pathways
		1.1.4 Design and pilot industry-led workforce initiatives	
		1.1.5 Form additional industry action teams	
		1.1.6 Replicate successful pilot models in other targeted industries	
2. Enrich the system through technologies that streamline customer service experiences	**2.1** Connect systems data to inform day-to-day operations	**2.1.1** Form ad-hoc committee of the Board to research and evaluate technology opportunities	Improved customer service
		2.1.2 Discover technology-based solutions to realize opportunities	Greater efficiency in day-to-day processes
		2.1.3 Identify opportunities to improve customer service	Customer-centric orientation
		2.1.4 Perform comparative analysis and make recommendations to the Board	Increased involvement of all geographies of the region, and less focused on the Workforce Center (One-Stop) building

Workforce Development Board

Goals		Strategies		Strategic Objectives		Outcomes
3	Act as the organizational catalyst to the regional workforce system	3.1	Establish baselines, benchmarks, and forecasts for operational and skilled-labor gaps in the region	3.1.1	Establish criteria for targeting specific industries and occupations	Increased business engagement in the workforce ecosystem
				3.1.2	Identify target industries and occupations	More efficient spending
				3.1.3	Evaluate regional presence of relevant training and education programs	Real-time understanding of regional gaps
		3.2	Align system partners to capture and respond to the voice of all customers and stakeholders	3.2.1	Increase engagement of faith-based and community-based organizations in workforce system	Greater reach of service sites
				3.2.2	Identify necessary and available resources needed to act on priorities	Improved understanding of workforce system among partners
				3.2.3	Develop action plans to close resource gaps	Improved customer service
				3.2.4	Design and implement responsive solutions	
				3.2.5	Launch "partner" sites across the region to deliver career services	
				3.2.6	Examine the feasibility of forming a 501c3 organization	
		3.3	Develop professional skills at the service front lines	3.3.1	increase knowledge of system-wide services	
				3.3.2	Improve customer services and satisfaction	
4	Develop and deploy messaging that effectively communicates the system and services to stakeholders—employers, job seekers, and service providers	4.1	Add marketing coordinator to staff	4.1.1	Describe ROI message for regionwide customers	Improved understanding of workforce system
				4.1.2	Articulate the reimagined One-Stop	Increased number and higher retention of business customers
				4.1.3	Develop short and long-term messaging to achieve brand development and brand recognition	Greater perception of inclusion of all counties in the region
				4.1.4	Bridge the knowledge gaps between the employers in the region and the jobseekers	Improved perceptions within the workforce system around low-skilled stigma programs

Workforce Development Board

ADDITIONAL STRATEGIC ELEMENTS

Initiatives addressing a regional vision for workforce development

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

Protocols for planning workforce strategies that anticipate industry needs

The Workforce Demand and Supply Analysis contains forecasts of industry employment, education, and training needs. Our goal to act as the organizational catalyst to the regional workforce system includes strategic objectives to establish criteria for targeting specific industries and occupations, identify target industries and occupations, perform a gap analysis of training and education programs, and develop action plans to close resource gaps. Our goal to leverage target sector-based partnerships to position career pathways from K-12 education through employment includes strategic objectives to engage businesses to learn about specific workforce needs and to form industry action teams.

The needs of incumbent and underemployed workers in the region

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

<u>The development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships</u>

Partners and guidelines are discussed in the programs/partners overview, collaborative strategies, and adult & dislocated worker services sections of this plan. Additionally, our goals to act as the organizational catalyst to the regional workforce system and to develop and deploy messaging that effectively communicates the system and service speak directly to the development of partners.

<u>The setting of standards and metrics for operational delivery</u>

The setting of standards and metrics for operational delivery is discussed in the goal to enrich the system through technologies that streamline customer service experiences and related strategy and strategic objectives, and well as the Performance section of this plan.

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

Alignment of resources is discussed in the goal to act as the organizational catalyst to the regional workforce system and related strategy and strategic objectives. It is also discussed in the Efficient and Effective Service Delivery System and One Stop System sections of this plan. The R2000 WDB is currently evaluating the feasibility of developing a 501c3 organization that can bring in additional resources and create broader collaborative initiatives. Through the 501c3, the R2000 WDB will seek greater collaboration and financial support from employers to develop and promote regional career pathways that prepare and connect the future workforce.

The 501c3 will also create a vehicle for developing entrepreneurial enterprises to deliver some of the 14, WIOA youth elements and better prepare youth for employment as well as community leadership.

LOCAL WORKFORCE DEVELOPMENT SYSTEM ELEMENTS

PROGRAMS/PARTNERS OVERVIEW

The Partner providers of the Region 2000 Workforce Development Board (R2000 WDB) Workforce System are a valuable resource in the delivery of the Workforce Innovation and Opportunity Act (WIOA) services throughout the region. The Partners' goals are to provide innovative, customer-focused workforce solutions delivered within the R2000 Workforce System by a collaborative network of professional providers. Region 2000 (WDA area 7) employers, jobseekers and workers will have access to career and employment resources, consultation, information, education, training, development and recruitment services. A summary graphic of workforce partner providers is provided on the next page.

The regional workforce system Partner providers will meet workforce goals set by the R2000 WDB, employers and Partner agencies. The staff of the R2000 WDB always welcomes input to improve the quality of the services and delivery system. Customers may complete customer satisfaction surveys online and by paper to help the workforce system improve and grow. Results of these surveys will be tabulated for group responses and shared with partners as well as the R2000 WDB. This method of tracking satisfaction is a vital component in providing continuous quality improvement.

The R2000 Workforce System is dedicated to delivering employment services and resources to assist employers and jobseekers through the ongoing operation of a comprehensive one-stop career facility and regional access points focused on the support of economic and workforce development.

Region 2000 Workforce System Partners

Career and Technical Education (Perkins Act)

Community Service Block Grant

Indian and Native American Programs

HUD Employment and Training Programs

Job Corps

Local Veterans' Employment Representatives & Disabled Veterans' Outreach Program

National Farmworker Jobs Program

Senior Community Service Employment Program

Temporary Assistance for Needy Families (TANF)

Trade Adjustment Assistance Programs

Unemployment Compensation Programs

YouthBuild

Additional Workforce Partners

WIOA Adult Program*

WIOA Dislocated Worker Program*

WIOA Youth Program*

Third Party Operator

Adult Education*

Adult and Career Education of Central Virginia and other Adult Ed Providers

Region 2000 Workforce Development Board

Potential Workforce Partners

Social Security Employment and Training Programs, e.g. Ticket to Work

Supplemental Nutrition Assistance Program (SNAP)

Vocational Rehabilitation Client Assistance Program

National and Community Service Act Programs

Other federal, state, or local employment, education, or training programs, including those provided by libraries

Community organizations including libraries, non-profits, and faith-based organizations

Virginia Department of Aging and Rehabilitative Services

Vocational Rehabilitation*

Virginia Employment Commission

Wagner-Peyser Employment Services*

* Denotes core Virginia mandated partners

The R2000 Workforce System is dedicated to:

- Creating universal access to career services for all employers and jobseekers in R2000

- Producing a highly-qualified workforce, ready to meet the economic and community development needs of the Region

- Partnering with economic development, community organizations and employers in R2000 to provide a market-driven focus to workforce needs

- Emphasizing lifelong learning as a strategy to enhance the employability of the workforce

- Providing a virtual one-stop career center designed to serve both external users and visitors that incorporate the same services as the physical one-stop facility

Guiding Principles

1. Sharing resources in a cost-effective method by pooling professional resources across various funding streams to reduce duplication and reach economies of scale through a unified effort.

2. Empowering individuals to set and achieve goals, acquire a sense of self-responsibility in creating a career ladder and to become active participants in developing an individualized employment plan

3. A results-driven philosophy is valuable to the long-term success of the R2000 WDB. Analyzing the quality and results of the R2000 WDB services and programs is integral to its operations.

4. Performance excellence and accountability outcomes form the foundation of the quality standards that will drive the process for improving program effectiveness.

5. Rewarding and recognizing partners, participants, volunteers and donors of the R2000 WDB builds an effective team and promotes service excellence.

6. Maintaining flexibility is critical in the operations of the R2000 WDB and can be achieved through local and state collaborative efforts along with strong leadership from the R2000 WDB and Partners.

7. The R2000 WDB partners value the "one-stop" philosophy to streamline services, offer universal access to regional employment services, provide a convenient location for services and promote the concept that "no wrong door" can be used to connect with WIOA services.

Partner Roles

The WIOA has named a category of partners who are considered "mandated" partners to be a part of the hands-on delivery of services. Services delivered by the partners may include career services or training services. The following programs are named in the WIOA as mandated partners who will deliver services onsite or be available for offsite services through referral:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL); Pending approval by the R2000 WDB, following is the *proposed* operation structure for WIOA Title 1:
  - Title 1 Adult and One Stop Operator role will be coordinated by HumanKind

- • Title 1 Dislocated worker will be coordinated by the Virginia Employment Commission

- • Title 1 Youth will be coordinated by the R2000 WDB staff

- Adult Education and Literacy Act programs administered by the Department of Education (DoED): Adult and Career Education of Central Virginia

- Wagner-Peyser Act employment services administered by DOL: Virginia Employment Commission

- Rehabilitation Act Title I Programs administered by DoED: Virginia Department of Aging and Rehabilitative Services.

The R2000 WDB One Stop leadership team is facilitated by the One Stop Operator and has representatives from all participating One Stop partners. The goal of the partners is to function as a united, combined effort to pool all resources through the Workforce System to meet the goals of workforce and economic development throughout the region as well as meeting the needs of individual workers and job seekers. This arrangement achieves the goal of providing universal access at the one-stop location and through access points throughout the region. In the proposed structure for PY 2018, VEC staff will oversee day-to-day operations of the physical one stop center which is in a VEC owned building while the One Stop Operator role of HumanKind will be responsible for outreach and coordinating services between the comprehensive One Stop Center, all access points and organizations throughout the region such as libraries, departments of social services and community centers. Relationships have been developed with all public libraries throughout the region which creates entry points to workforce development services via electronic and physical

meetings. The libraries create an additional 15 locations near population centers in every county and the City of Lynchburg for citizens to access the public workforce system. This access is especially useful for job seekers with transportation barriers or time constraints.

COLLABORATIVE STRATEGIES

Collaboration is a key operating principle of the R2000 Workforce System. All stakeholders in the regional workforce system are invited to serve on either the full workforce board or standing committees facilitated by board members. The R2000 WDB has been fortunate to experience good engagement from board members and stakeholders within the region. The R2000 WDB will be supporting and participating in a Bridges Out of Poverty initiative that recently started with some pilot projects in Bedford County and Lynchburg. This initiative has the capability of engaging all relevant stakeholders including the justice system, healthcare system, workforce system, many community organizations and employers. The workforce model being developed through Bridges Out of Poverty will encourage collaboration as well as resource sharing for staff and programs that address both life and work skills. Through shared funding for positions with local departments of social services, schools and other community partners, the R2000 WDB will expand resources and build stronger communications, referrals and working relationships with stakeholders (Blue Ridge Reentry Council -ex offenders, Region 2000 Area Network for Employment-individuals with disabilities, faith-based groups- mentoring and supportive services) serving individuals with barriers to employment.

The R2000 WDB is collaborating closely with both secondary and post-secondary schools to build a career pathway system for the region. Central Virginia Community College

has agreed to take the lead in partnership with the secondary school systems to develop and build a career pathway system. The R2000 WDB has worked with Leadership Lynchburg to develop an initial set of web-based videos that highlight three of the more important employment sectors. These videos and additional resources will be developed with employer partners and promoted as career pathway tools. Career Coaches through CVCC will also help promote and implement career pathways relevant to the region.

BUSINESS SERVICES **AND ECONOMIC DEVELOPMENT COLLABORATION**

The R2000 WDB Business Services Team is composed of economic developers from the Lynchburg Regional Business Alliance, Amherst, Appomattox, Bedford and Campbell counties as well as the town of Altavista, and the City of Lynchburg, (RED Team) along with the R2000 WDB Talent Solutions Team. The Talent Solutions team is comprised of designated staff from the WIOA Title I programs, Virginia Employment Commission, Adult Education, Virginia Department for Aging and Rehabilitative Services, education and training providers within the Region 2000 WDB service area and staff from public and/or private secondary and postsecondary schools who can connect jobseekers with employers. The Business Services team meets on a quarterly basis to develop and maintain focus on implementing strategic workforce development goals. The Talent Solutions team meets monthly and other times as needed to share information, resources, and implement sector or employer specific workforce strategies. A description of expectations and processes are identified below:

R2K Business Services/Talent Team

The R2K Business Services Team shall be composed of economic developers from Amherst, Appomattox, Campbell, Altavista, Lynchburg, and Bedford (RED Team) along with the Region 2000 Talent Solutions Team. The Business Services Team will meet on a quarterly basis while the Talent solutions team will meet monthly or at other times as needed to address employment sector or career pathway issues. The Talent solutions team shall be comprised of designated staff from the WIOA Title I programs, Virginia Employment Commission, Adult Education, Virginia Division of Rehabilitative Services, Education and Training Providers within Region 2000 and staff from public and/or private secondary schools.

Referrals:

The referral process consists of three parties: the Employer, the Originator and the Receiver

> **Step 1:** The Originator calls on the Employer **or responds to a call** and determines the Employer has a service need that the Originator cannot meet. If the employer indicates needs beyond basic job placement or training the Originator will engage the economic developer responsible for the primary locality of the employer to be aware of any significant needs beyond those regularly coordinated by the provider.

> **Step 2:** Within 2 business days, the Originator reviews BST Partner Information and determines which organization (the Receiver) can best provide the needed service.

> Step 3: Within 2 business days of receiving the Originator's request for assistance, the Receiver contacts the Employer (phone, email or in person) to develop a line of communication. Once this contact has been made, the Receiver acknowledges task acceptance from the Originator. This signals the Originator that the Receiver has taken over responsibility for providing the service.

Step 4: If the Originator does not receive notification within 2 business days that the Receiver has accepted the task, the Originator is urged to contact the Receiver by phone, email or in person to be certain the message was received.

Step 5: If the Receiver does not feel they can provide the service needed, they can contact the Originator by phone or email. The Originator will refer to another team member, and follow up with the business either way. Monthly reports of business contacts/issues will be provided to the Region 2000 Workforce board staff and shared with the economic developers

R2K Business Services/Talent Solutions Team Collaboration Process

The collaboration process consists of two or more parties: The Member and the Partner(s).

Step 1: A Member of the Team has a project that he/she feels would benefit from collaboration with other interested agencies/organizations.

Step 2: The Member posts a message inviting any/all appropriate partners to collaborate on the project.

Step 3: Partners respond to the Member's message indicating their interest in the project.

Step 4: The Member and Partners collaborate to achieve the project's completion.

The R2000 WDB has strong interest in entrepreneurial enterprise evidenced by past support of the Young Entrepreneur's Academy in partnership with the Regional Business Alliance and the Region 2000 Small Business Development Center located on the Central Virginia Community College Campus. The R2000 WDB staff anticipates incorporating

youth entrepreneurial curriculum from Virginia Cooperative Extension as one of the strategies addressing 14 Youth Elements on Entrepreneurship. Additionally, the R2000 WDB will be developing youth focused business enterprises for work experience and work skill development. The R2000 WDB will be developing additional partnerships with the SBDC, economic development and other community partners to encourage entrepreneurship in both urban and very rural areas.

ONE STOP SYSTEM

The Region 2000 One Stop Workforce System Operator (The Operator) coordinates, facilitates, promotes, designs, and expedites services in partnership with the One Stop Center manager, R2000 WDB and One Stop Workforce System stakeholders. The scope of operations involves the delivery of the full array of Workforce Innovation and Opportunity Act (WIOA) services, including those from both WIOA mandated and non-mandated partner organizations. This includes all interested job seekers and employers connected through the comprehensive One Stop Workforce System as well as the broader workforce service delivery area including any affiliated satellite sites, and Access Points. Presently, the R2000 workforce development area does not have any designated satellite sites. Since transportation is one of the more significant challenges for a considerable number of customers served by the Region 2000 Workforce System, the R2000 WDB is developing a workforce system that allows much better local access throughout the whole region using community access points such as libraries and web-based resources such as video conferencing that will be accessible through mobile devices. The term, One Stop Workforce System refers to the total network of workforce stakeholders such as schools, community organizations, libraries and employers while One Stop Center refers to the physical buildings housing the mandated partners and any voluntary partners or programs that

share the physical space. All workforce system stakeholders are invited to serve on the

Workforce Development Board or a standing committee of the Workforce Development Board

to provide ongoing input and maintain a focus on workforce system continuous improvement

throughout the region. Currently, the Region 2000 Workforce System has a comprehensive

One Stop Career Center located at: 3125 Odd Fellows Rd, Lynchburg, VA 24501 while the

Youth/Young Adult WIOA program operating under the name Youth Works provides services

primarily out of a location at: 1516 Florida Avenue, Lynchburg, VA 24501. Both youth and

adults are served throughout the region at access point located in libraries, schools and other

community locations.

The R2000 WDB is developing a shared leadership model for the One Stop System with a strong

emphasis on outreach and a customer-centered design. The One Stop Operator will focus on

outreach, community-wide coordination and engagement and with all the agencies and

organizations throughout the region that comprise the One Stop Workforce System including

support for all community access points. The Center Manger will direct the day-to-day

coordination of the physical One Stop Center, implementing and supporting a customer-

centered One Stop Center. The Operator and Center Manager will support a One Stop

Leadership team comprised of representatives from all One Stop partners. The leadership team

will work under the guidance of the R2000 WDB and in partnership with the R2000 WDB staff

as well as other workforce stakeholders to create a seamless system of partners among

workforce development, economic development, businesses and community agencies to meet

the needs of employers and job seekers in the R2000 WDB area. The leadership team will

support development of a workforce that meets the employers' needs in the Region 2000 service area.

- The Operator and Center Manager shall insure that One Stop Workforce System partners, on an ongoing basis, deliver quality and timely career services;

- The Operator and Center Manager shall provide information and access to training services, including serving as the point of access to training services for participants under WIOA;

- The Operator and Center Manager shall provide information and access to programs and activities carried out by Workforce partners as described in the Memorandum of Understanding between the local R2000 WDB and the local elected officials;

- The Operator and Center Manager shall coordinate access to the labor market data, information, analysis and all job search, placement, recruitment, and other labor exchange services authorized by Wagner-Peyser in collaboration with the Virginia Employment Commission.

- The Operator and Center Manager shall insure that all Center services and outreach materials are approved by the Region 2000 Workforce Board and partner providers in addition to being ADA and EO compliant.

1. **One Stop Certification**
The One Stop Workforce System Operator shall achieve the major work components and standards necessary to acquire and maintain One Stop Certification Standards. These standards will be available as soon as Federal and State guidance is provided. It is expected that the successful Program Operator will work in close partnership with the R2000 WDB staff to

provide guidance and leadership to the Region 2000 One Stop Career Center to achieve the following outcomes:

- Deliver a high-quality, consistent set of services to jobseekers and employer customers.

- Ensure a mix of services that allow the system to serve a diverse customer base.

- Coordinate services and funding to support customer access to and success in apprenticeships, training, postsecondary education and credential obtainment.

- Support job seekers and workers progress toward economic self-sufficiency.

- Promote business, industry-sector and employer-driven skill development strategies.

- Maintain and consistently improve the integration of services and service providers within the One Stop Workforce System.

- Ensure high levels of accountability, cost-efficiency, and innovation to maximize resources and customer satisfaction.

The Operator and Center Manager are responsible for implementing and managing the Region 2000 One Stop Workforce System under policies and guidelines established by the Region 2000 WDB, the Virginia Board for Workforce Development and the federal government. Under this component, the Operator and Center Manager are responsible for coordinating with the R2000 WDB to ensure system-wide standards are achieved, and utilize continuous quality improvement assessment tools to document positive change and to systemize standards and their usage across the system.

The Operator and Center Manager are responsible for promoting and facilitating integration of service delivery in the Region 2000 One Stop Workforce System. Examples of services to be provided under this work component include:

- Providing information and technical assistance to access points to help maintain certification and integration standards

- In partnership with the Region 2000 WDB, managing resource sharing and cost-allocation in the One Stop Career Center, including management of career services

- Assist in marketing the One Stop Workforce System, WIOA programs and services

- Supporting system communications

- Coordinating staff competency training

- Coordinating with training institutions

The Operator and Center Manager must coordinate services to employers under the direction of R2000 WDB staff and Workforce System stakeholders as well as develop strategies to improve and increase services to employers based on best practices, including but not limited to:

- Providing quality job referral and labor market services to businesses.

- In partnership with R2000 WDB staff, identify and integrate business services best practices into the One Stop Workforce System.

- Coordinating job fairs and other events based on local labor market needs and job seeker assessments.

- Participating in statewide planning activities related to business services.

2. **Partners**

The One Stop Operator and Center Manager will coordinate the services offered by the One Stop Workforce System Partners according to the requirements of the Workforce Innovation and Opportunity Act.

Required Partners (*denotes core Virginia mandated partners) as authorized by WIOA include:

- WIOA Adult Program*- HumanKind-(Tentative)

- WIOA Dislocated Worker Program*-Virginia Employment Commission-(VEC) (Tentative)

- WIOA Youth Program*- R2000 WDB-(Tentative)

- Wagner-Peyser Employment Services*- Virginia Employment Commission

- Adult Education*-Adult and Career Education of Central Virginia

- Vocational Rehabilitation*-Virginia Division of Rehabilitative Services

- Career and Technical Education (Perkins Act)-Central Virginia Community College/Regional Secondary Schools

- Community service Block Grant-Local Governments

- Indian and Native American Programs-United Cherokee Indian Tribes of Virginia

- HUD Employment and Training Programs-Lynchburg Redevelopment and Housing Authority

- Job Corps-Old Dominion Job Corp

- Local Veterans' Employment Representatives & Disabled Veterans' Outreach Program- VEC

- National Farmworker Jobs Program-VEC

- Senior Community Service Employment Program-Goodwill Industries of the Valleys

- TANF (unless otherwise waived by Governor)-Local Governments

- Trade Adjustment Assistance Programs-VEC

- Unemployment Compensation Programs-VEC

Additional Workforce Partners are organizations who voluntarily involve their services in the Virginia Workforce System.

Potential Partners listed in the Act include:

- Social Security Employment and training programs, e.g. Ticket to Work

- Supplemental Nutrition Assistance Program (SNAP)-Virginia Cooperative Extension

- Vocational Rehabilitation Client Assistance Program-DRS

- National and Community Service Act Programs-Not available yet

- Other federal, state, or local employment, education, or training programs, including those provided by libraries-All regional libraries/local governments

Monthly partner leadership as well as staff meetings shall be held to encourage communication among partners, to leverage resources, to discuss effectiveness of the One Stop Workforce System, and to create strategies for more effectively serving customers.

Partner Requirements:

The One Stop Workforce System Operator and Center Manager in partnership with R2000 WDB staff shall be expected to negotiate with the partners and maintain the resource sharing agreements in these efforts. The One Stop Workforce System Operator and Center Manager will collaborate with R2000 WDB staff to finalize the MOU for the local elected officials and the cost allocation plan with partners each year. Each resource sharing agreement shall detail the following:

1. Services provided and coordinated through the Region 2000 One Stop Workforce System

2. Funding of shared services and infrastructure costs

3. Referral methods between partners.

Partners will make a commitment to support the following:

- A strong entrepreneurial approach designed to serve the customer, simplifying bureaucratic systems;

- Bringing funding or in-kind resources;

- Providing staff to be supervised (functionally) by the managing entity, or providing a state-of-the-art electronic linkage in lieu of a staff presence

- Sharing in the cost of Workforce System and Center operations;

- Actively participating in the governance of the System; and

- Supporting the Center's mission, goals and business plan

- Ensuring that all aspects of the R2000 One Stop Center and One Stop system are fully compliant with *WIOA sec. 188 and the ADA of 1990 (42 U.S.C. 12101)*

The One Stop Workforce System Operator and Center Manager, working collaboratively with the Workforce Partners and the R2000 WDB, will drive the formation of an integrated, innovative Region 2000 One Stop Career Center and Workforce System with access points strategically located in libraries and with other organizations throughout the service area. The Operator must be committed to sharing the overall cost of operations and support the incorporation of resource development and fund diversification into the Region 2000 One Stop Workforce System and Comprehensive Center. In partnership with the R2000 WDB, the Operator will develop both short and long-range options for identifying and securing resources to support the efforts of the R2000 WDB and develop cutting-edge strategies that meet the needs of Region 2000 residents. The Operator will have the ability to leverage both cash and in-kind resources in the delivery of workforce development services. The Operator shall arrange for services to be integrated (where possible and reasonable) into the Region 2000 One Stop Workforce System in such a way that duplication of service is avoided.

3. **Establishing Career Services in the Community**

In addition to the comprehensive One Stop Career Center, the Operator shall establish, maintain, and coordinate services through community Access Points. Access Points are permanent, locations that will be set up throughout the Region 2000 area. Each site will have a staff person from the hosting agency/organization that is trained to aid job seekers in accessing the information. WIOA staff are expected to utilize the community Access Points as itinerant locations to serve customers. The Operator will be responsible for orientation, training and

ongoing professional development for staff designated within each Access Point as well as any staff involved from partnering organizations. Each Access Point will have information and resources on WIOA programs and services, career development resources and a computer with internet access available for job seeking services. The Operator in partnership with R2000 WDB staff will be responsible for establishing and maintaining Access Points across the region to ensure access to career services throughout Region 2000. The Operator in collaboration with the R2000 WDB staff must execute a Memorandum of Agreement with each Access Point agency/organization and maintain an annual review/renewal with each access point. The Operator will determine equipment and support needs associated with Access Points and ensure that all access points are properly resourced.

4. Outreach

The Operator will be responsible for working with partners, stakeholders and R2000 WDB staff to develop an outreach plan that shall include print media, multi-media presentations, community-based print and radio ads, social media outreach and if appropriate, website information detailing workforce development services offerings. The Operator, Center Manager and leadership team will guide development of an overall strategy for promoting the resources of the R2000 WDB One Stop Workforce System. All materials produced and published must be reviewed and approved by system partners and the R2000 WDB staff. The One Stop Center and Workforce System shall use all mandated brochures and branding developed by the R2000 WDB, State and Federal partners.

Printed material and other written information at the Center must be language accessible for Region 2000's diverse population of jobseekers. Whenever feasible, language barriers

should be removed so that all visitors to the Center feel welcome and can benefit from the experience. The Operator and Center Manager shall establish and maintain a Limited English Proficiency Plan, including services for individuals with a hearing impairment. The Operator and Center Manager are required to train all staff on how to use the Limited English Proficiency plan.

5. **Services Provided to Employers**

The R2000 Workforce System shall offer a broad range of integrated services that are provided free-of-charge to all employers to support economic and workforce development efforts. A business services team comprised of local and regional economic development directors in addition to key education and employment partners (Talent Solutions Team) will provide outreach and service to employers. A proposed Workforce Navigator will serve as an initial point of contact for employers and facilitate operations of the Talent Solutions Team. The Talent Solutions Team in partnership with the Operator and Center Manager will be responsible for coordinating the following employer services with staff:

• Interview facilities at the comprehensive One Stop Center or other employer approved location;

• Access to labor market and related information through the Elevate Virginia System

• State and/or federally generated information on ADA;

• Information regarding workplace accommodations for persons with disabilities;

• Information and referral to business start-up, retention and expansion services;

- Information and referral to sources for developing customized training programs;

- Information on career preparation activities and career pathways;

- Information on Trade Adjustment Act (TAA) and certification;

- Information about incentives such as OJT programs, based on worker eligibility;

- State and/or federally generated information on tax credits for new hires;

- State and/or federal program information on Federal bonding;

- Access to information and services through the Center and online;

- Access to media to address the employment and training needs of businesses;

- Avenues to place job openings as well as access to Virginia Workforce Network; and

- Other services as appropriate.

All sites shall work with the Operator and Center Manager to ensure that the preceding employer services are offered through the R2000 Workforce System. Each Workforce System employee (regardless of funding) shall represent the R2000 Workforce System. Additional comprehensive and higher level services to employers and businesses shall be provided by the Comprehensive One Stop Workforce System in partnership with R2000 WDB staff. These services shall include:

- Referrals of well-qualified Workforce System customers including all served populations;

- Staff-assisted employee pre-screening;

- Basic job matching of résumés and applications;

- Preliminary basic skills and other assessments;

- Industry specific job fairs;

- Positive recruitments;

- Relevant business seminars and information sessions;

- Job developer referrals and workshops; and

- Other R2000 WDB approved business services.

The comprehensive One Stop Workforce Center may offer customized and innovative Business

Services that may include:

- Employee background checks;

- Applicant pre-interview;

- Screening, drug testing;

- In-depth assessment and testing of potential candidates;

- Locate and procure sites for the interviewing process;

- Business-specific job fairs; and

- Outreach and marketing services to small businesses and entrepreneurs

The R2000 WDB must approve all fee-based services. All revenue generated from fee-

based services must be handled in accordance with the Workforce Innovation and Opportunity

Act. The Operator may not charge for services already funded by the Workforce Innovation and Opportunity Act.

The Operator and Center Manager shall work with the Business Service Team/Talent Solutions Team to develop a systematic, equitable approach in determining business services from the One Stop Workforce System. This methodology must be approved by the R2000 WDB prior to implementation. The Operator and Center manager are responsible for working with the Business Services Team/Talent Solutions Team to achieve employer satisfaction performance measures set forth by DOL.

6. Services Provided to Job Seekers

It is expected One-Stop Certification Standards be met regarding the ability to provide career services and activities to all job seekers.

1. *Accessibility*

The Operator will ensure that the R2000 Workforce system meet all requirements regarding compliance with State and Federal disability laws and procedures for ensuring universally accessible physical and program environments for all customers and ensuring ongoing compliance with ADA laws and standards in relation to accessibility. It is required that the Operator complete and adhere to the standards and expectations set forth in the national Equal Opportunity Self-Assessment Guides and checklists. The sites are monitored annually for compliance. Operator staff may be required to attend training in program access for customers with disabilities and access to employment programs and services for people with disabilities. The R2000 WDB is currently the leaseholder for facilities housing the WIOA Title 1 programs and the YouthWorks Center. As leaseholder, the R2000 WDB in partnership with the selected

Operator will negotiate with the building owner any costs associated with establishing and maintaining full ADA accessibility for the Comprehensive One Stop Career Center and Youth Works Center.

2. *Hours of Operation*
   Regular hours of operation for the Comprehensive One Stop Career Center are Monday through Friday from 8:30am to 4:30 pm. (9:30 a.m. until 5:00 p.m. on Wednesdays) Hours may vary by location for Access Points. The One Stop Career Center will be closed on applicable State and Federal holidays. Selected providers should be aware that some services may require non-traditional hours. Center hours may be adjusted at the Board's discretion.

3. *Resource Room for Universal Access*
   The Region 2000 One Stop Career Center shall host a resource room for use by job seekers. The comprehensive Workforce site will have a self-serve resource area or "resource room" that offers the following services to customers:

- Labor exchange tools

- Computer applications software

- Résumé writing software

- Career exploration software

- Job, career, and skill self-assessment tools

- Career, job, and labor market information

- Career planning information

- Job search information

- Interviewing information

- Information on writing résumés and cover letters

- Information on job retention

- Directories

- Periodicals

The resource room houses computers with internet access, appropriate software to create letters, résumés and job applications, email capability, and computer software for customers to engage in self-learning activities. Shared printers accompany the computers. A phone area is arranged in such a way that individuals may talk privately to employers with minimal noise and distraction. At minimum, one dedicated telephone line is available for filing unemployment compensation claims. The room is equipped with fax machines and copier(s) completely accessible to the public with written instructions for use. Special equipment is available for those customers who are hearing and seeing impaired. Auxiliary aids and services, including a TTY phone line, are available upon request to individuals with disabilities. The physical layout of the room meets ADA requirements. All operations and services will be guided by a customer-centered design approach for career services.

The One Stop leadership team will develop and coordinate staffing in the resource room to provide labor market and job information, to answer questions, and aid in operating equipment and software in the resource room. Partner staff may help cover staffing of the

resource room. All staff in the resource room and conducting public orientations will have the ability to provide basic information on all partner programs participating in the One Stop Workforce System (including those partners electronically linked and/or physically located outside the Center).

4. *Workforce Orientation*

The One Stop leadership team shall develop and provide an orientation that informs individuals of the full array of services available, including all partner services conducted at the Workforce site and any other pertinent resources to ensure successful return to employment. The orientation shall include a complete overview of the processes and procedures for participating in the Region 2000 WIOA programs as well as the services available through other Workforce System partners. The orientation addresses all program specific requirements. The frequency of delivery of these orientations are included in a master calendar and published monthly for the public in addition to being posted on the R2000 WDB website calendar. A minimum of one (1) orientation per week is offered. A web-based orientation will be developed and posted for 24/7 access. One-on-one orientations should also be available for the public, when necessary.

5. *Workshops*

The Comprehensive One Stop Career Center shall offer a wide range of informational workshops to jobseekers. Workshops shall be offered on a regular basis throughout the month. The Operator and Center Manager are responsible for coordinating these workshops.

7. Deliverables

The Program Operator and Center Manager will be required to provide the following

deliverables:

a. One-Stop Certification of all Centers and locations per Virginia guidelines

b. Executed Resource Sharing Agreements

c. A business plan that includes any satellite and Access Points

d. At a minimum, meets all performance measures (WIOA measures, Business Plan, R2000 WDB goals, customer satisfaction, etc.)

e. Ongoing, executed staff development and training plan for all One Stop Workforce system staff, including partners and staff with Access Points

f. Develop, maintain (and expand if necessary) Access Points

g. Coordinate all services and programs in the One Stop Career Center

h. Ongoing participation in workforce development related community events in partnership with R2000 WDB staff and stakeholders

i. Ongoing collaboration and information sharing with the R2000 WDB staff

j. Workshop schedules monthly

k. Partner coverage for resource rooms

l. Up-to-date and executed outreach plan for the One Stop Workforce System

m. Other goals that support the Scope of Work

8. Reports

Monthly and Quarterly Reports: Routine monthly and quarterly written programmatic reports

shall be due by the tenth (10th) calendar day of the month following the month or quarter

being reported on and will be submitted to the R2000 WDB executive director.

ADULT & DISLOCATED WORKER SERVICES PROVIDED

The Adult and Dislocated Worker Programs, under Title I-B of the Workforce Innovation and Opportunity Act of 2014, are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workers they need to compete and succeed in business. Career and training services are provided through the One Stop Career Centers and affiliated access points. *In Virginia, at least forty percent (40%) of the adult and dislocated worker funds must be expended on training.*

1. Career Services are described as:

- Eligibility determination for funding and services

- Outreach, intake (includes UI Worker Profiling), and orientation to the information and other services available through the one-stop delivery system

- Initial assessment of skill levels (including literacy, numeracy, and English language

- proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;

- Job search and placement assistance and, in appropriate cases, career counseling, including—Information on in-demand industry sectors and occupations, and nontraditional employment;

- Appropriate recruitment and other business services on behalf of employers;

- Referrals to and coordination of activities with partner programs and services;

- Workforce and labor market employment statistics information, which includes job vacancy listings; job skills necessary for job openings; and information on local

occupations in demand and the earnings, skill requirements, and opportunities for advancement within those career pathways; and

- o Performance information and program cost information on eligible providers of training;

- Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures;

- Information, in formats that are usable by and understandable to one-stop center customers, relating to the availability of supportive services or assistance, provided by partners;

- Referrals to supportive services or other needed assistance;

- Information and assistance regarding filing claims for unemployment compensation;

- Information and assistance regarding establishing eligibility for financial aid assistance for training and education programs;

- Other services needed in order for an individual to obtain or retain employment, that consist of—

- o Comprehensive and specialized assessments of the skill levels and service needs of adults

- o and dislocated workers, which may include—diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

- Developing individual employment plans, to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives;

- Group counseling;

- Individual counseling;

- Career planning;

  - Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;

- Internships and work experiences that are linked to careers;

- Workforce preparation activities;

- Financial literacy services;

- Out-of-area job search assistance and relocation assistance; or

- English language acquisition and integrated education and training programs; and

- Follow-up services, including counseling regarding the workplace, for participants in Workforce Innovation and Opportunity Activities authorized under this subtitle that are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

2. Training Services are described as:

- Occupational skills training, including training for nontraditional employment;

- On-the-job training;

- Incumbent worker training (as authorized by the local Board and the SWDB);

- Programs that combine workplace training with related instruction, which may include cooperative education programs;

- Training programs operated by the private sector;

- Skill upgrading and retraining;

- Entrepreneurial training;

- Transitional jobs;

- Job readiness training;

- Adult education and literacy activities, including activities of English language acquisition, integrated education and training programs that may be provided concurrently or in combination with services described above

- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

All those that receive training services must be determined eligible for WIOA funding.

3. Additional Services

"Supportive" services such as transportation, childcare, dependent-care, housing and needs- related payments are provided under certain circumstances to allow an individual to participate in the program.

"Rapid Response" services at the employment site for employers and workers who are expected to lose their jobs because of company closings and mass layoffs.

Individuals whose layoff was created or affected by international trade, may access information and services under the Trade Act programs.

Rapid Response Coordination

Rapid Response Services, as mandated by DOL, are services delivered to businesses and employees of companies that are experiencing downsizing through layoffs or closure and may have also been impacted by a Worker Adjustment & Retraining Notification (WARN) issued by the State. The Virginia Community College System coordinates the Rapid Response teams across the State of Virginia. The Operator will be expected to participate as necessary in these outreach teams. The Comprehensive One Stop Workforce System shall provide the following Rapid Response Services to employees of businesses issuing WARN notices, in conjunction with the Virginia Community College System and the local Economic Development offices in Region 2000. Services may include:

• Reviewing affected workers' assistance needs;

• Assisting with Rapid Response workshop presentations to assist with career transition, job search tools and skills, résumé preparation, and interviewing techniques;

• Assessing re-employment prospects for workers in the local community;

• Providing information on available resources to meet the short and long-term needs of affected workers;

• Establishing a process of referring affected employees to the Region 2000 One Stop Career Center;

- Developing recruitment/job development activities including job fairs, positive recruitments, job lead development, and general recruitment notifications;

YOUTH/YOUNG ADULT SERVICES PROVIDED

WIOA youth services are intended to equip participants with the resources necessary to achieve educational and employment success. Within the Region 2000 Workforce System, Youth and Young Adult Services are delivered with an overall approach that demonstrates:

a. An emphasis on academic and occupational achievement while attempting to address and resolve issues that are particularly relevant to youth, such as substance abuse, lack of adult guidance/mentoring, low self-esteem, pregnancy prevention, leadership development, community involvement, and life/career planning.

b. An outreach and recruitment approach that will target older, out of school youth; with effective means to identify, enroll and engage such youth.

c. An understanding of how to design strategies and deliver services that benefit youth and correlate to successful performance outcomes and results.

d. An innovative approach to identifying and linking with the full array of youth services within the Region, with a plan as to how promising and effective initiatives of other youth service providers and community-based organizations, non-profit organizations, businesses, business organizations and educational entities can be connected to and leveraged with the WIOA youth program.

e. A work plan that will ensure that eligible youth in the four counties, one city and five towns in Region 2000 will have an opportunity to benefit from WIOA youth services

2. Targeted Participants and Service Focus

a. **In-School Youth (No more than 25% of budgeted funds)**

- School drop-out prevention

- High School graduation or equivalent

- Enrollment into post-secondary education and/or advanced training/occupational skills training or obtain employment (including the military)

- Demonstrated proficiency in work readiness skills

b. **Out of School Youth (No less than 75% of budgeted funds)**

- Full-time unsubsidized employment (including the military)

- Attainment of a recognized credential or certificate

- Enrollment into post-secondary education and/or advanced training/occupational skills training

- Demonstrated proficiency in work readiness skills

Note: Out of School youth who are assessed and determined to have basic skills deficiencies, will receive academic remediation services and are expected to increase their literacy/numeracy score by one (1) or more levels of education functioning by the end of the first year of program participation. Follow-up Services will be provided to all youth participants for at least 12 months after participation in the WIOA programs has ended. Follow up services will include verification of continued employment or education, as well as the assessment or determination of need of additional services.

3. Assessment and WIOA Fourteen (14) Program Elements – Youth Staff in partnership with collaborating partners will be responsible for conducting and documenting a comprehensive

assessment of all participants, to include basic skills, occupational skills, interests, aptitude, work readiness skills, barriers and supportive service needs. Assessment instruments appropriate to the population will be used. Based on the results of the assessments, a determination will be made as to which of the WIOA defined fourteen (14) program elements will be offered to each participant from those listed below. The R2000 WDB will partner with Virginia Cooperative Extension, Adult and Career Education of Central Virginia, Local Departments of Social Services, Regional Health Department, community organizations as well as public and private education systems to deliver the following 14 Youth Program Elements:

Youth Program 14 Elements

1. Tutoring, study skills training and evidence based dropout prevention strategies that lead to completion of secondary school diploma or its recognized equivalent or for a postsecondary credential.
2. Alternative secondary school offerings.
3. Summer employment opportunities directly linked to academic and occupational learning.
4. Paid and unpaid work experience, including summer employment opportunities, internships, pre-apprenticeship programs, job shadowing and on the job training opportunities.
5. Occupational skill training which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors and occupations.
6. Leadership development opportunities, which may include such activities as positive social behavioral and soft skills, decision making, team work and other activities.
7. Supportive Services
8. Adult mentoring for a duration of at least (12) months, that may occur both during and after program participation.
9. Follow-up Services for a minimum 12- month period
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, mental Health counseling, as well as referrals to counseling, as appropriate to the needs of individual youth.
11. Financial Literacy education

12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors and occupations.
14. Activities that help youth prepare for and transition to post-secondary education and training.

Additional details on the proposed R2000 WDB WIOA Youth Program are identified below:

Comprehensive Youth Career Development System

Operational Entity: Region 2000 Workforce Development Board and Community Stakeholders

Administrative Agent: Region 2000 Workforce Development Board

Vision: Youth Talent Development Teams in every locality that engage all appropriate

stakeholders to help youth build strong foundations for future career and life success

WIOA Youth Focus (ages 14-24)

- 75% of Youth funds required to be spent on out-of-school youth

- New *16-24 age range for out-of-school youth* eligibility

- Requires at least 20 percent of Youth Formula Funds be spent on paid and unpaid work experiences (including Summer Jobs programs)

- Youth "living in a high-poverty area" meet the low-income criterion for youth activities

- In-school youth eligibility includes low-income individuals ages 14 to 21 who are English language learners and those who have a disability

Key Features:

1. *Case Management Partnerships Across Systems*: Education, Social Services, Juvenile Justice, WIOA Partners, Community Partners. Workforce Board Member Organizations and Local Community Partners Serve as the Convening Entity with Youth Talent Development Teams in Each Locality

2. Career Development, Work Exposure & Experience: Hands on, work-based learning is one of the best tools for career exploration, skill development and soft skill development (work ethic, communications, team work, problem-solving). Using employment sectors identified in the Region 2000 WDB strategic plan, the WDB will develop partnerships with employers in every locality for career exposure and training for youth to pursue in-demand careers in the region.

3. Leverage and Maximize Resources: Using the combined resources of appropriate stakeholders listed below, the youth career navigator will access and connect everyone with services and resources for life and career development.

    a. Social Services

    b. Schools

    c. Cooperative Extension-4-H

    d. Adult Education

    e. Division of Rehabilitative Services

    f. Employer community (Economic Development and Chambers)

    g. Libraries

      h.   Interested non-profits and community stakeholders

      i.   Post-secondary education and training providers including apprenticeship

Youth Talent Development Team in Each Locality

Regional and local teams focus on:

1. Quality Improvement

2. Collective Accountability

3. Agreed Performance Measures

Interventions for In School Youth: High Quality Work Experiences

1. Summer, After School, Weekend Jobs- Work experience programs

2. Occupational Training- In school, Virginia Technical Institute, Community College, On-the-Job Training, Apprenticeships, Contextualized training with Adult Education and Community College

3. Transitional jobs/internships- Working with local economic development departments and chambers of commerce to provide job shadowing, internship/work experiences and pre-apprenticeships.

4. Career Exploration- Boy Scouts Explorer Posts, 4-H, School-based programs with "hands on" opportunities to reinforce classroom and community experiences

Interventions for Out of School Youth: Dropout Recovery

1. Credit recovery-working in partnership with local school systems to support credential attainment while identifying and guiding students at risk of not graduating into promising career paths.

2. Reengagement centers that integrate education and training through contextualized learning in career interest areas with Adult Education, Community College, OJT

3. Multiple enrollment with Youth Talent Development Team organizations

4. Social-Emotional & Work Supports-Job site/Work Experience mentoring

5. Child Care – Coordinated through private providers, Head Start and HumanKind

6. Transportation-Coordinated through Youth Career Navigators

7. Housing- Horizon Behavioral Health, HumanKind

8. Mental Health/Substance Abuse Treatment-Horizon Behavioral Health

9. Health Services-Centra Health, Johnson Health Center, Free Clinics

Relationship Focus

1. Staff training & support – Initial and ongoing training utilizing the Bridges Out of Poverty Framework and other strengths-based resources

2. Family engagement-When feasible, engage parents in career exploration to build individualized support for career goals

3. Parenting, co-parenting, healthy relationships-Collaboration with Horizon's Behavioral Health for counseling and training

4. Mentoring & social capital-Engage community organizations utilizing Bridges Out of Poverty resources with adult mentoring and career support

5. Youth Career Navigators-Youth Case Management staff with training in career development and shared resources with Scout Explorer Posts, 4-H, Public School systems as well as Adult and Career Education

Braided Funding

1. Incentivizing coordination-the R2000 Workforce Board is offering to fund up to ½ position for a youth career navigator for each locality willing to contribute the other ½ position from the local school system, social services or other community funding sources.

2. Cross-agency/organization funding-partnerships are being established with local departments of social services and the regional health department to cover life skills and supportive services while WIOA funds will focus on entrepreneurial and work skill development.

3. Local foundations-currently working with the Bedford Health Foundation to sponsor Bridges Out of Poverty training for employers. Will be working with other foundations on similar initiatives around the region.

4. Increasing sustainability-The R2000 WDB is developing a series of entrepreneurial, work-based learning and earning enterprises for youth/young adults that will more directly engage participants in the economic infrastructure of their communities and the regional economy.

5. **Leadership and Delivery Model**
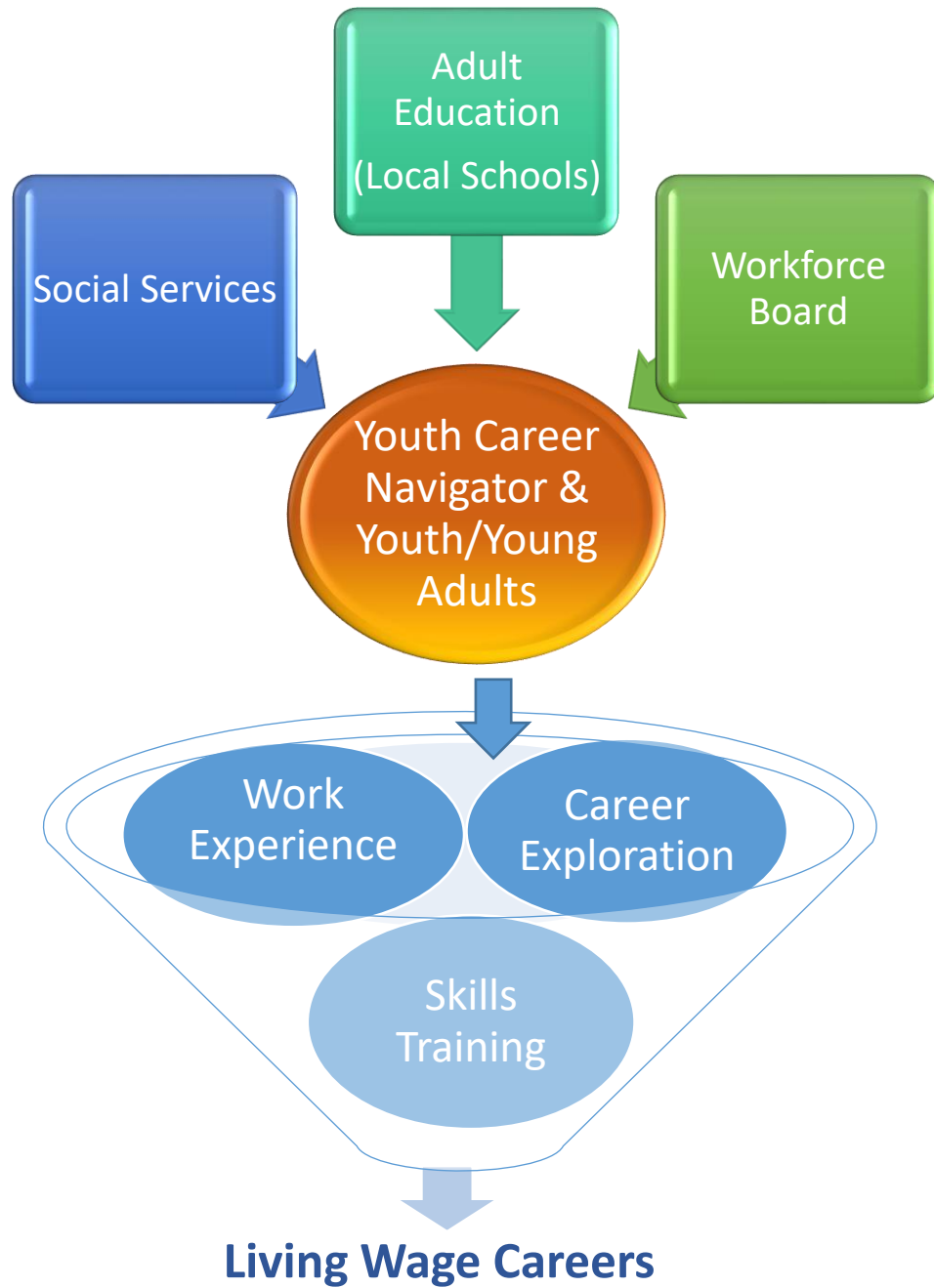
Providing Multiple Pathways For Career Development

1. Multiple reentry points to education & training

2. Earn & learn opportunities

3. Incentivizing progression along a career pathway
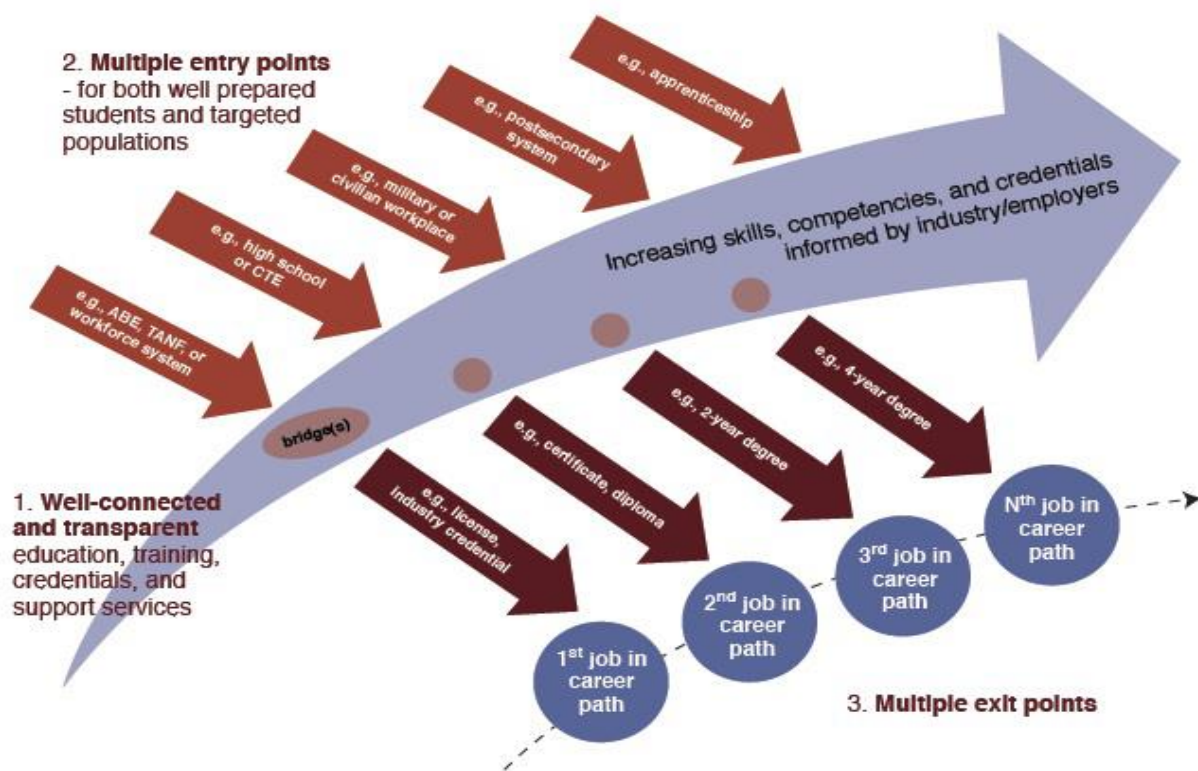
•Additional Partners

- Career and Technical Education (CTE)

- Supplemental Nutrition Assistance Program- Employment &Training

- Community Colleges-Post-secondary Carl Perkins Act

Aligned Systems & Services- Utilize the Aha! Process for Youth Life Skill Development

1. Need for comprehensive, streamlined services to address:

    a. Complex systems/multiple organizations to address interdependent needs

    b. Developing effective life and career decision making skills

4. Operational Processes

In addition to the delivery of programmatic services to In-School and Out-of-School Youth, the following activities will also be incorporated:

a. Eligibility Determination – Workforce Board staff will be responsible for the determination, verification and documentation of WIOA eligibility for program participants, maintenance of a formal participant eligibility file and related quality assurance activities. To participate in a program funded under these operations, In-School and Out-of-School Youth must meet the eligibility requirements as determined by the WIOA Youth Eligibility Requirements.

b. Individual Service Strategy (ISS) Development –An ISS will be developed for each participant based on the results of the assessment within thirty (30) days of the date of program enrollment and reviewed every sixty (60) days thereafter. This document will identify the participant's short and long term goals, specific plan of activities and services to attain the goals, identification of any applicable barriers and resolutions and required supportive services.

c. Comprehensive Guidance and Counseling Services to youth throughout their program participation will be delivered by staff. Services include career and personal counseling as well as referrals to other sources of counseling, based on the needs of the youth. In addition, case management services will be provided to youth on an ongoing basis to help them successfully navigate their path to the successful completion of their Individual Service Strategy (ISS).

d. Worksite Facilitation – Workforce Board staff will be responsible for developing and executing formal worksite agreements with employers that participate in paid and unpaid work experience, summer employment, job shadowing and internship activities. These agreements will stipulate the roles and responsibilities of each party and identify the duties and expectations for the job or activity to be provided, as well as, the terms, conditions, stipulations, and assurances related to the relationship. All such relationships will include supervisors and participant orientations prior to start.

e. Integration and Co-location with One-Stop Facilities – In the interest of establishing a seamless delivery of services for all prospective customers and in keeping with both the spirit and letter of the WIOA legislation all the WIOA Title I funded programs will be operated in the most effective and integrated manner possible. Many career development and labor market exploration activities for Out-of-School youth will include the comprehensive One Stop Center whenever possible.

f. Employer Connections- Connections to employers are essential in the creation of a system that can effectively assist youth to become highly skilled and employable. Examples include meaningful exposure to mentoring-type of support and positive role model connections, exposure to the world of work and internship/work experiences with resulting measurable skill increases. Employer training for mentoring youth is planned for Summer 2017. These connections should lead to greater potential for placements in employment.

7. WIOA Youth Eligibility

Youth or Young Adult who is eligible for services is described as an individual who:

Is a Resident of Region 2000 or receiving full-time residential services in the R2000 WDB Area

and is:

- A United States Citizen or eligible to work in the United States; **and**

- Meets the requirements of Section 3 of the Military Selective Services Act as applicable;

  and

- Not less than age 14 and not more than age 24; **and**

- A *low-income* individual as defined below;

  - *Cash welfare recipient*

  - *Income below poverty guidelines or 70% lower living standard*

  - *Food Stamp recipient*

  - *Homeless*

  - *Foster Child*

  - *Disabled (an individual is considered a 'Family of one' and income includes applicant only)*

And is an individual who is **one or more** of the following:

1. Deficient in basic literacy skills, defined as:

Computes or solves problems, reads, writes, or speaks English at or below grade level 8.9; or is unable to compute or solve problems, read, write or speak English at a level necessary to function on the job, in the individual's family or in society.

2. A school dropout;

3. Homeless, or runaway, or a foster child;

4. Pregnant or a parent;

5. An offender;

In School Youth and Out of School Youth

WIOA defines two distinct youth populations that may receive services; in-school and out-of-school youth. **At least 75% of funds will be devoted to service for the out-of-school populations.**

In School Youth (Age 14-21): Eligible youth that are enrolled in a secondary school. In-school youth generally need to remain active participants until they graduate, to obtain positive outcomes.

Target groups in this category that may increase performance outcomes are:

- Graduating Seniors – including those enrolled in Technical and Career Education

- Youth completing alternative school programs

- Foster children

| **WIOA In-School Youth**
A. 14-21 years old <u>and</u>
B. Attending compulsory school <u>and</u>
C. **Low-Income** <u>and</u>
D. At least one of the following apply
   1. Deficient in Basic Literacy Skills; <u>or</u>
   2. Homeless, Runaway; <u>or</u>
   3. In foster care or aged out of foster care; or
   4. Pregnant/Parenting; <u>or</u>
   5. Offender; <u>or</u>
   6. Has a disability; <u>or</u>
   7. An English language learner; <u>or</u> | **Low Income Criteria**
A. Family income at or below 100% of poverty line or 70% lower living standard; <u>or</u>
B. Meets one of the following criteria
   1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following
     a)   TANF, or
     b)   SNAP, or
     c)   SSI, or
     d)   Other public assistance; <u>or</u>
   2. Foster Child; <u>or</u>
   3. Homeless; <u>or</u>
   4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u>
   5. Lives in a high poverty census tract.
Note: Individual with a disability must be considered family of one for income determination purposes if family income exceeds youth income criteria and 1-5 above do not apply. |

Out of School Youth (Age 16-24): An individual who:

- Is an eligible youth who is a school dropout; or

- Is an eligible youth who has either graduated from high school or who holds a GED, but is basic skill deficient, unemployed or underemployed.

- Is enrolled in a post-secondary (adult job training or college) program and is basic skill deficient.

Out of School Youth (Age 16-24)
A. 16-24 years old <u>and</u>
B. Not attending compulsory school <u>and</u>
C. At least one of the following apply
  1. School Dropout; <u>or</u>
  2. Youth who (a) received HS Diploma/equivalent and (b) **is low-income** and (c) is Deficient in Basic Literacy Skills or is an English language learner; <u>or</u>
  3. Required to attend school but has not attended for at least the most recent complete school year's calendar quarter'; <u>or</u>
  4. Homeless or Runaway: <u>or</u>
  5. In foster care or aged out of foster care; <u>or</u>
  6. Pregnant/Parenting; <u>or</u>
  7. Subject to the juvenile or adult justice system; <u>or</u>
  8. Has a disability; <u>or</u>
  9. Requires additional assistance to complete an educational program, or to secure and hold employment (**must also meet low income requirements**)
	Low income required only if using C. 2. or C. 9. from
	
	"Age & Other" column
	
	A. Family income at or below 100% of poverty line or 70% lower living standard <u>or</u>
	B. Meets one of the following criteria
	  1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following
	    a) TANF, or
	    b) SNAP, or
	    c) SSI, or
	    d) Other public assistance; <u>or</u>
	  2. Foster Child; <u>or</u>
	  3. Homeless; <u>or</u>
	  4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u>
	  5. Lives in a high poverty census tract.
	Note: Individual with a disability must be considered family of one for income determination purposes if family income exceeds youth income criteria and 1-5 above do not apply.

SUPPORTIVE SERVICES PROVISION

See Work Ready Policy Attachment A

TRAINING SERVICES

See Training Services Policy Attachment B

COLLABORATION WITH THE COMMUNITY COLLEGE

The R2000 WDB Board and Central Virginia Community college have a longstanding relationship of collaboration and partnership in workforce development initiatives and strategies. CVCC staff will be integrally involved in career pathway development for the region in partnership with area secondary and postsecondary education and training providers. Career Coaches from CVCC and secondary school staff will be key to implementing Career Pathway strategies for the region. The R2000 WDB has already begun some of this work. CVCC will be working closely with

Adult and Career Education of Central Virginia, the region's adult education provider to create programs that will help those with the greatest barriers obtain meaningful employment, including methods to fast-track eligible participants into programs leading to Industry Certifications and Associate's Degrees leading to living-wage employment. The R2000 WDB and CVCC will closely collaborate on services to jobseekers and students to continuously improve skill development and employer recruitment. The R2000 WDB will also collaborate with CVCC on employer engagement; with CVCC staff serving on the R2000 WDB Talent Solutions Team as well as other committees on the WDB.

COLLABORATION WITH EDUCATION, INCLUDING ADULT EDUCATION AND LITERACY

Superintendents within the R2000 WDB Area rotate turns serving on the R2000 WDB for up to two, 2-year terms. All public-school systems have staff from Career and Technical Education and student services serving on youth/young adult committee of the WDB. The Virginia Department of Education administers Title II, the Adult Education and Family Literacy Act (AEFLA) as well as activities funded through the Carl D. Perkins Career and Technical Education Act of 2006. In the R2000 WDB Area, Adult and Career Education of Central Virginia (ACE) is the designated organization with primary responsibility for skills development and integrated workforce preparation for non–native speakers and adults with skills below the twelfth–grade level, ACE supports, with federal , state and some local funding, programs, activities, and services that include adult education, literacy, workplace adult education and literacy activities, family literacy activities including the following:

- English language acquisition activities, integrated English literacy and civics (IEL/Civics) education, workforce preparation activities, and/or integrated education and training.

- Adult Basic Education (ABE) – Basic skills instruction, as well as integrated career and college preparation for adults who are performing below the ninth-grade level.

- Adult Secondary Education (ASE) – Basic skills instruction, as well as integrated career and college preparation for adults who are performing above the ninth-grade level, but below the twelfth grade completer level.

- English Language Acquisition (ELA) – Basic skills instruction, as well as integrated career and college preparation for adults who are speakers of other languages.

- Integrated English Literacy/Civics (IEL/Civics) Education – English literacy and civics education programs are provided to English language learners who are adults, including professionals with degrees and credentials in their native countries that enable such adults to achieve competency in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United States. Such services shall include instruction in literacy and English language acquisition and instruction on the rights and responsibilities of citizenship and civic participation, and may include workforce training.

PRIORITY OF SERVICE

The Region 2000 R2000 WDB and partner staff must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services. Under WIOA, priority must be

provided regardless of the level of funds. WIOA also expanded the priority to include individuals who are basic skills deficient. WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis. Priority of Service does not apply to the dislocated worker or youth programs. Priority for receipt of individualized career services and training services will be given to customers in the following order:

a) Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or basic skills deficient will receive first priority for services provided with WIOA adult funds.

b) Non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

c) To veterans and eligible spouses who are not recipients of public assistance, not low income individuals, or who are not basic skills deficient.

d) Lastly, to all others not meeting the above criteria that have barriers to employment such as

   a. Obsolete individual skills that need upgrading;

   b. High school drop outs without a diploma or GED;

   c. Offenders;

   d. Limited English proficiency (LEP); or

   e. Poor employability skills.

For individuals not meeting income eligibility, approval from the R2000 WDB Executive Director is required.

INCORPORATION OF TECHNOLOGY

The R2000 WDB has increased the accessibility of services to customers by using web-based approaches to services, such as offering web-based conferencing for the WIOA Adult, Dislocated Worker and Youth programs, and posting access/eligibility information online. Over the next year, the Region 2000 Workforce System will develop the ability for jobseekers to sign up for WIOA eligibility screenings online. The One-Stop Operator will also begin conducting individual Skype meeting with customers at their home, public libraries or other appropriately equipped access points.

The One-Stop Center and Access Points will be equipped with webcams and will be able to support the increased use of virtual methods to provide services to a greater number of jobseekers across the region. The One-Stop Center will provide effective communication through accessible information and communication technology by making available technical assistance materials, guides and training to One-Stop Center staff and partner organizations on topics such as:

• FAQs on physical, communication, and programmatic accessibility;

• Adaptive equipment available and processes for obtaining and using such equipment;

• How to make websites accessible; and

• Video Relay Services and Video Remote Interpreting

EFFICIENT AND EFFECTIVE SERVICE DELIVERY

The R2000 WDB Workforce system engages all mandated and voluntary partners to assist job seekers with employment; employers in filling jobs; and facilitating matches between job seekers and employers. Self-services are available to all jobseekers and employers, or jobseekers can receive information in-person at the Workforce Centers. The Workforce Center provides employers with assistance in screening qualified applicants, assessing/testing applicants, and assistance with application processing. Staff of the Region 2000 Workforce Center pursued a Customer-Centered Design activity that provided suggestions for improving customer flow and processes. The Customer-Centered Design process will be revisited again during PY 2018 and will be facilitated by the One Stop Operator in partnership with the leadership team. There is an emphasis on continuous improvement through regular meetings with frontline staff in the Workforce Center. Frontline staff are encouraged to review systems and processes to provide suggestions for streamlining service to

GRANT RECIPIENT

The City of Lynchburg has been designated by the R2000 WDB AREA COUNCIL (Council) comprised of the Chief Local Elected Officials, as the grant recipient for the R2000 WDB Area and is responsible for ensuring compliance with the terms and conditions of the WDA grant. Therefore, the City shall have the ability, for cause, to terminate the appointment of the fiscal agent selected if the City, in its sole discretion, determines there is good cause to do so by giving written notice of termination and specifying the cause for the termination and the effective date thereof. In the event the City terminates the appointment of the fiscal agent as

provided herein, the fiscal agent will be paid for the reasonable services provided and the allowable expenses incurred by the fiscal agent prior to the termination of the appointment.

FISCAL AGENT

To facilitate and expedite the process of implementing the workforce development system in Region 2000, the COUNCIL has determined it to be appropriate to make the initial appointment of the Fiscal Agent for both the COUNCIL and the BOARD. Future appointment of the Fiscal Agent shall be by the BOARD with the advice and consent of the COUNCIL. Pursuant to the ACT, this Agreement, and the Cooperative Agreement between the COUNCIL, and the BOARD, the Fiscal Agent shall be the responsible to the BOARD for management and control. The Fiscal Agent shall provide administrative and staff support to both the COUNCIL and the BOARD performing those duties and responsibilities as may be required to carry out the requirements of the ACT as prescribed by the BOARD and approved by the COUNCIL.

Accordingly, the COUNCIL has appointed the Virginia's Region 2000 Local Government Council (Region 2000) as the Fiscal Agent for the WDA.

DUTIES AND RESPONSIBILITIES OF THE FISCAL AGENT.

The FISCAL AGENT shall have the following duties and responsibilities and such other duties as may be assigned by the COUNCIL initially and the BOARD subsequently:

A. Prepare the Workforce Development plans as directed by the BOARD;

B. Develop a program budget for submission to the BOARD prepared in accordance with federal and state guidelines and provisions of the ACT;

C. Develop an Administrative Budget for submission to the BOARD for the purpose of carrying out the responsibilities as may be assigned by the BOARD;

D. Provide professional, technical, and clerical support to the COUNCIL under the direction of the BOARD on all matters relating to planning, operation, monitoring, oversight, and evaluation of Workforce Development programs and activities in and for the WDA;

E. Develop and carry out monitoring procedures necessary to meet the requirements of the Workforce Development Plan and the ACT;

F. Provide for the operation of all programs and activities which are carried out for the COUNCIL under the authority of the BOARD; and

G. To perform such other duties as may be assigned from time to time.

Methods to Manage WIOA Funds

R2000 WDB staff generate and review monthly financials with attention to expenditure requirement. Monthly meetings will be held with all with all partners receiving Title 1 WIOA funds to review encumbrances and monitor WIOA spending targets. As a team R2000 WDB staff and Title I partners evaluate and develop strategies that ensure appropriate and timely expenditures.

PROCUREMENT

The Region 2000 Workforce Board follows the procurement policies of the Region 2000 Local Government Council (**See Attachment C**) and maintains compliance with OMB Uniform

Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Final

Rule Title 2 of the Code of Federal Regulations; 2 CFR 200. WIOA Title I Operators for Adult,

Dislocated Worker are competitively procured along with the role of One Stop Operator.

Leveraging Funds;

The R2000 WDB will actively seek joint funding and collaboration opportunities in many areas.

For example, in PY 2018 the R2000 WDB anticipates shared funding with the Bedford

Department of Social Services for a youth position that will draw supportive services through

TANF/VIEW funds and target WIOA Title I funds on training/employment. Similar partnerships

will be pursued with additional departments of social services in the next year. R2000 WDB is

currently leveraging assistance for OJT development and coordination through the City of

Lynchburg office of economic development. As Virginia's first designated Tech Hire

Community, the Lynchburg office of economic development created a position to engage

employers with customized and/or OJT training. This position is responsible employer

recruitment and initial OJT coordination to transition individuals who qualify for WIOA Title I

service into living wage employment. The R2000 WDB is also jointly engaged with the Regional

Human Resource Management Association, Regional Health Department and the Regional

Business Alliance facilitating business engagement events and workforce training opportunities.

REGION 2000 PERFORMANCE

All WIOA funding is partially based on achieving Department of Labor's performance measures

regarding employment and training. The program operator will be responsible for the follow-up

and performance measures data for both WIA and WIOA measures and should be prepared to

track the data for both sets of measures. The WIOA performance measures with noted changes are described below:

- **Employment** - To increase employment, as measured by entry into unsubsidized employment (2nd quarter after exit);

- **Employment Retention** - To increase retention in unsubsidized employment six months after entry into employment (4th quarter after exit); and

- **Median Earnings** - To increase earnings received in unsubsidized employment (median of 2nd quarter wages after exit).

- **Credential Rate** – To increase credentials or diplomas obtained during or immediately after program exit.
    - *Definition:* Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.

- **In-Program Skills Gain** – To increase the skills obtained through education leading to a credential or employment during the program year.
    - *Definition:* Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real- time.

R2000 WDB Performance Indicator: PY 2016	
Adults	**Level**
Employment 2nd Quarter after Exit	77.0
Employment 4th Quarter after Exit	85.0
Median Earnings 2nd Quarter after Exit	$5,500
Credential Attainment within Four Quarters after Exit	61.0
Dislocated Workers	

Employment 2nd Quarter after Exit	83.0
Employment 4th Quarter after Exit	85.0
Median Earnings 2nd Quarter after Exit	$7,600
Credential Attainment within Four Quarters after Exit	64.0
Youth	
Employment 2nd Quarter after Exit	63.0
Employment 4th Quarter after Exit	60.0
Credential Attainment within Four Quarters after Exit	68.0

Employer Services – To indicate effectiveness in serving employers, the R2000 WDB and

Program Operators will maintain a minimum overall "Satisfactory" customer service

satisfaction rating from job seekers and employers. The Virginia Community College System is

currently managing all data collection regarding employment goals and customer service (job

seeker and employer) satisfaction. Program operators will be responsible for capturing all

credentials and entering them into VOS as well as all In-program skills gains.

Program Operators are expected to meet or exceed all performance measures as defined in

TEGL 10-16: https://wdr.doleta.gov/directives/attach/TEGL/TEGL_10-16_accessible_version.pdf

QUALITY ASSURANCE

The R2000 WDB has an Operations and Performance standing committee that monitors both

quality and performance of the operator and the regional workforce system.   The Operations

Coordinator for the R2000 WDB conducts local monitoring at least 2 times annually to ensure

compliance with WIOA and local expectations of Title I programs. Mystery shoppers are used

periodically to evaluate workforce system responsiveness and effectiveness.

Goals and Special Emphasis Areas:

Section I. Areas of Policy Emphasis As per VWL 16-01, Change 1, the following areas noted below are receiving statewide emphasis. They are addressed below as important components of LWDA #7's local plan that helps guide the delivery of WIOA Title I Services in collaboration with such other services as are provided by partner agencies.

1. Increase business engagement and deliver value to our customers.

The R2000 Business Services & Talent Solutions Team is being developed and charged with carrying out this responsibility. Comprised of staff representatives from Partner Agencies the team employs a "no wrong door/single point of contact" approach to working with the area's employers. The focus of this team is:

a. Building relationships with business and business-focused organizations;

b. Coordinating and streamlining business services;

c. Acting as an informational resource to businesses;

d. Assisting businesses with their recruiting processes;

e. Assisting businesses with addressing their training needs through either work-based training or by connecting them with job seeker customers who have already been trained by approved education and training providers; and

f. Providing quality individualized services to businesses.

Additionally, the Board is incorporating four qualities as recommended by the Virginia Board of Workforce Development's Performance and Accountability Committee. These include the following:

a. The R2000 WDB is establishing a 'Single Point of Contact' for business customers through the role of a newly created "Workforce Navigator" position;

b. Business services are clear, convenient, and easily accessible by the business customer via print and electronic media. The Workforce Navigator position will be responsible for developing and maintaining effective outreach and awareness tools to include website, social media and print collateral outreach materials.

c. The R2000 Talent Solutions team has a specific requirement and definition for timely response to business customer requests of 48 hours; and,

d. The R2000 Talent Solutions team ensures that a response to business customer inquiries includes alternative options if an initial contact cannot provide an affirmative response to the business customer's initial request.

2. Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.

The R2000 WDB is working closely with Central Virginia Community College, secondary schools and other training providers to develop high demand occupational credentials for participants enrolled in training within their chosen career fields. Such credentials provide prospective employers with ample evidence of the individuals' work readiness and ability to quickly become a productive member of the employer's workforce. Toward that end, beginning with the delivery of individual career services, customer assessments leading to the development of individual employability plans and subsequent enrollment in training are targeted upon helping the participant to identify and achieve the credentials necessary to qualify for the position they

are seeking within their chosen career field. This approach enables participants to take advantage of portable and stackable credentials to include non-credit certificates, career studies certificates, industry recognized credentials, two year associates degrees, and four-year baccalaureate degrees.

3. Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen Virginia's regions.

Through work with Chmura Associates, a comprehensive regional economic and demographic profile was developed as a component of the R2000 WDB strategic and Local Plan. This report along with a recently completed Regional Comprehensive Economic Development Strategy identifies :

   a. Key regional sectors of workforce demand;

   b. Projected gaps in regional occupations over the next 10 years.

The R2000 WDB will be using an industry sector approach and the resulting career pathways to target WIOA funds toward producing the skilled workforce needed by area employers.

 4. Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression. WIOA, Section 1 (b) Sec. 3 Definitions, (24) Individual with a Barrier to Employment, lists thirteen specific categories of such individuals with an additional provision that allows the Governor to designate, as he deems appropriate, such other groups of people as individuals with barriers to employment. Consequently, the R2000 WDB is concerned with insuring that all individuals seeking assistance through the local workforce development

system, and especially those with barriers are helped. Toward this end the R2000 WDB employs "Universal Design" principles in planning its policies, operational practices, services, and physical environments to result in improved outcomes for both their business and career seeker customers. To ensure that our job seeker customers are able to successfully compete for upwardly mobile positions that afford opportunities for career progression and lead to a middle-class standard of living, as a result of the services provided, requires that our training programs be focused on in-demand occupations in growth industries, competency based, and result in the attainment of valued, business and industry recognized credentials. This is achieved, as was noted above, by employing an industry sector approach, and utilizing career pathways that result in stackable credentials leading to employment providing family sustaining wages with benefits.

5. Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve. The R2000 WDB will insure that all funding received, public or private, is invested in high quality career services, education and training programs and employment assistance so that these investments result in a quality return to the customer, job seeker or employer, and the Commonwealth. This is achieved by employing three strategies:

    a. Aligning and integrating all WIOA mandated programs to avoid duplication of effort while supporting the delivery of a comprehensive menu of services that are geared to meeting the needs of the customer being served;

    b. Properly vetting the academic and occupational skills training programs being employed by the workforce development system to ensure that they are focused on in-

demand occupations within growth industries, utilize career pathways, and afford their students the opportunity to earn valued, employer recognized credentials; and,

c. Employing appropriate procedures for the accurate and timely collection of data about individual job seekers and employers served, the nature and cost of the training or assistance provided, and the effectiveness and efficiency of the workforce development service delivery system.

To successfully pursue the first strategy, the R2000 WDB will employ a competitively procured One-Stop Operator whose duties will include insuring the close coordination of all local WIOA mandated programs and services delivered through the One-Stop service delivery system. It will be expected that the local operator will work in partnership with the One-Stop Leadership Team while reporting back to the Board on the services being provided and the results achieved. Responsibility for carrying out the second strategy will primarily rest with the Board's Administrative Staff who will also have responsibility for entering approved training providers into the state's eligible training provider list (ETPL) and making subsequent provider eligibility determinations. The importance of this strategy cannot be understated in that it sets the stage for the Board to be able to achieve its negotiated end of program year WIOA Performance Measures. The successful pursuit of the third strategy is to a significant extent predicated on the capabilities of the state's management information system or official system of record. However, it is also dependent on securing the close coordination and cooperation of all the workforce system's mandated partners that will be expected to contribute data and other pertinent information needed for the compilation of federal, state, and local reports concerning "Return on Investment." It is anticipated that at the local level both the Board's Administrative

Staff and the One-Stop Operator and the One Stop Leadership team will play a role in this

effort.

PUBLIC COMMENT PERIOD FEBRUARY 10-28 (ONLINE PUBLIC INPUT AVAILABLE THROUGH JUNE 30, 2017)

The R2000 WDB posted the draft plan on the R2000 WDB website and promoted it through

social media as well as the Lynchburg News and Advance and made copies available for review

and input in all public libraries.

Public Comments Received

Over the period of February 10 through February 22, 2017 a total of 9 public comments were

received, and input was collected from 17 stakeholder organizations. The Plan will continue to

reside on the R2000 WDB website, http://www.region2000works.com to encourage additional

comment and engagement with the plan from the public and stakeholders.

Many of the comments have been addressed and incorporated into the Plan. Remaining

comments generally fall into three categories: specific additions or changes; jobs or training to

include in analysis; and requests for more details about implementing the Plan. These

comments are presented in the table below, along with a response.

Summary of Public Comment and Responses	
Public Comment	**Response**
Specific Additions or Changes	
""Talents"" are natural aptitude; shouldn't the word ""skills"" be used instead?	"Talents" as used in the vision statement encompass skills development as well as natural aptitude. It necessitates a balance of the interests and abilities of jobseekers/workers vs. skills needed by regional employers. Developing talent in the region may include training in hard and soft skills, but also involves youth development for our future workforce and continuing development including a certification or credential of skill attainment and beyond.

Summary of Public Comment and Responses

Public Comment	Response
Page 6: middle of page: ""....act on priorities"" - shouldn't priorities be defined before there is action	As clarified in the narrative discussion of the strategic intent on page 51, once priorities have been established, the R2000 WDBwill identify necessary and available resources needed to act.
Page 17 and beyond: the Industry Snapshots are good information; however, some analysis of the data on each of these pages would be very helpful. pages of data without story or analysis.	While the summary tables were included for quick reference, detailed analysis of the data supporting those Target Sectors is available in the Target Sector Analysis document, available online at http://region2000works.org/strategic-planning/
Page 27 and others: ""nondegree award""--- should this be certification instead of award?	As defined by the Bureau of Labor Statistics, postsecondary nondegree award programs lead to a certificate or other award, but not a degree. Certifications issued by a professional organization or certifying body are not included. Example occupations typically requiring a postsecondary nondegree award include nursing assistants, paramedics, and hairstylists.
I would like to the strategic plan say that we will establish access points at the adult education centers (1 in each locality)	This is a good point, but in working towards our vision of a workforce system, wherever we interact with system customers must be considered an access point.
add the PluggedInVA model as an example since it is a state approved and recognized IET program, I would like to see more support of the program and the model as we will continue to create more IET programs and even expand it to different levels	Expanding programs based on the PluggedInVA model as an example of a state approved and recognized integrated education and training policy (IET) is an opportunity for the region, and can be found in the SWOT analysis section of the Plan.
Should there be mention of MT1?	The Manufacturing Technician 1 (MT1) career pathway is mentioned as a strength in the SWOT analysis section.
Further explain some of the executive summary such as : • Enrich the system—what system? • Perform comparative analysis – of what? • Act as the Organizational Catalyst to the Regional Workforce System (R2000 WDB)—what is the difference between the R2000 WDBand R2000 WDB?	A narrative explanation for the goals, strategies, and strategic objectives provides significantly more detail on these points, beginning on page 45.
Jobs or Training to Include in Analysis	
I believe that a segment of the workforce that is not being recognized or taken into account are all of the network marketing people selling Mary Kay, Avon, Herbalife, Amway, Amsoil, jewelry, LuLaLarue [?], scents, legal shield and many other products both part time and full time. Add individual independent contractors who are baby sitters, photographers, tree trimmers, car repairs, landscaping, painting, window washers, flee marketers, handyman work plus people who are teaching and coaching part time youth leagues, community colleges and regular 4 year colleges.	Data in the Workforce Analysis section of the plan incorporates self-employment estimates, including for sales and related occupations. These data represent workers whose primary job is self-employment, but do not include workers whose primary job is supplemented with self-employment. Demand for occupations such as babysitters, handymen, and part-time teachers is captured in Real-Time Information collected from online job postings, including, for example, Indeed.com and Craigslist.

Summary of Public Comment and Responses

Public Comment	Response
The poor economic growth over the past 8-10 years has forced many people to seek "part time jobs" outside regular employment.	
Regarding the analysis of future anticipated jobs - there is little discussion on a process to help develop our community to be a magnet for higher paying professions	Discussion of targeting industries for growth and attraction can be found in the Target Sector Analysis available online at http://region2000works.org/strategic-planning/. Additionally, strategic objectives for Goal #3 include establishing criteria for targeting specific sectors and occupations. Example criteria include a threshold for wages or family sustaining wages.
More Implementation Detail	
I would love to see the opportunities prioritized in the SWOT analysis	Unfortunately, the opportunities in the SWOT analysis were not prioritized during the strategy session in which they were collected. However, the opportunities, threats, strengths, and weaknesses identified were incorporated into the strategic objectives of this plan.
The delivery system outlined is complicated and not easily navigated.	Simplifying communication of the workforce system is recognized as a key goal of this plan.
None of the specific feedback from stakeholders was included.	Specific feedback from stakeholders is included in the SWOT analysis and is reflected in every goal, strategy, and strategic objective of the plan.
The 'Desired Outcome' of Strategies include Improved Customer Service, Greater Efficiency, customer-Centric orientation, increased involvement. In my opinion, the plan doesn't discuss enough specific information to define or account for these strategies e.g. how do you increase involvement?... what does that really mean? how do you know if you are successful?	These comments all center on a desire for greater detail that would be included in an implementation plan to support these strategies. Following approval of the Plan, the Region 2000 R2000 WDBwill identify action items and timelines to implement the strategies and goals, and key metrics with which to measure success. The R2000 WDBanticipates addressing many of these details between March and July 2017.
Because it is so general and generic, it is practically meaningless.	
The document is too broad and lacks definitive timelines for action	
The action plan is ambitious. Does the R2000 WDBhave the resources to execute on any or most of this? Who will do the work?	
pages 58-59: owners need to be identified along with timeline for action. what gets measured gets managed.	

Strategic Plan Input from Stakeholders

Input from stakeholders was solicited in response to the following question:

Could you please take a few moments and provide a brief description of what you would like to see as your organization's role and if appropriate, the role of your specific division or department in the R2000 R2000 WDBSystem over the next four years by Feb 7 please.

Responses are presented on the following pages, with minor editing for clarity.

Appomattox County Public Schools

I believe Appomattox should be more involved with planning of activities that would be closer to our division. This will not be possible with all activities.   A lot of meetings are located far away that require a half day out of the division. I think if we had more conference calls this would improve the attendance of all.

I would like to see more resources available for our students.   It needs to be set benefits that are easy to access.   We could share these resources with our guidance departments as they would know most of the students that are on free and reduced lunch. The example of free or reduced training costs for students in need is something that would really benefit our students

I will get these resources from you and add to our career and technical education web site so students can become better aware of what they could qualify for.

Continue to work towards real industry standard tests that business recognize and accept for employment.

Continue to help the guidance department to place students with possible employments as local employers are reaching out to them every year.

HumanKind

HumanKind provides an array of services that support the mission and initiatives advanced by the Workforce Development Board. We are a source of direct support for individuals seeking to remove barriers to employment or those who desire career advancement. In addition, we value collaboration and would consider entering into any community partnerships that would strengthen the Workforce Development Board or any programs or services sponsored by it.

Bedford Community Health Foundation

I'm not sure what role BCHF could play but I would be willing to say that we will assist with coordinating and conducting Bridges out of Poverty trainings to employers, their employees and the community in general.

Bedford County Public Schools

Two areas of focus in the BCPS strategic plan that I believe are relevant to the R2000 WDB planning are an increased focus on:

- Work-Based Learning (Internships, Apprenticeships, etc.) and
- Opportunities for students to earn college degrees/certificates and/or industry certifications

We are drafting action plans for both of these strategies.

Central Virginia Community College

We want to thank you for including CVCC in the discussion about the WDB's strategic plan. We remain committed to being an active partner with you. Input was requested from all areas of the college regarding suggestions on the WDB's future direction. Below is a list of compiled comments for your review. Please let us know if you have questions or would like further clarification.

- Business Services should be combined with all partners, providing employers a single point of entry for services. We hear frustration from businesses that they do not know who to contact when they have needs, and that they do not even know what needs the R2000 WDB partners could help meet. We also hear that they are continually bombarded by requests for meeting and information, and this results in a seeming lack of collaboration on their parts. The R2000 WDB is the perfect partner to manage a true business services team approach to resolve some of these issues.

- Move toward building of a comprehensive workforce center on the CVCC campus that would house multiple partners and programs. While the current center brings together a number of partners, its space prohibits the significant expansion that is needed to offer a truly comprehensive economic development/workforce services location. We also see need to elevate the status of the Center, and a new, modern facility with adequate unique and flexible training spaces that would support mobile and fluid training initiatives or special events could help to do that. Let this be a space to promote workforce and economic development to ensure that every individual and every

business have the opportunity to progress – moving everyone along in the spectrum of success. Connectivity to economic development is critical.

Too many people think that the Center is "not for them" – that it only assists those attempting to reach the first rung of a career ladder. The Center's mission should be broader and be able to assist all citizens and businesses meet their workforce goals. A new center with a professional look (meeting and conferences space, could serve to attract a more diverse group of business partners, to include those seeking higher level learning opportunities. Such a center could provide supportive services, core services, workforce development for future workforce, corporate training and business services, entrepreneurship and start-up, business recruitment, employee retention, company expansion, and a wide range of workforce training programs.

- Enhance relationships between CVCC and the One Stop in order to facilitate more students attending programs at CVCC. Especially with the development of Rapid Train, CVCC has a wide range of viable career paths for our citizens. We have been dismayed at the lack of participation in all of our programs by WIOA clients, especially when significant dollars go to schools that charge much higher tuition rates. At the same time, the R2000 WDB is participating in programming that seems to "reinvent the wheel," where other entities are attempting to reach the same WIOA populations with very similar programming. This dilutes everyone's ability to be successful and, once again, leaves employers confused and having to work with numerous entities.

- Consider collaborations with area day care to provide students with greater support while in school. Work with other entities to expand day care options in the region. We hear that day care, especially care for sick and special needs children, is a growing concern of our students. Students either cannot come to school due to day care issues, or they cannot concentrate on their school work because of not having adequate, qualified care available. CVCC has investigated providing on-site day care, and the regulations and liabilities are more than we can manage. However, the R2000 WDB would be a wonderful resource to help expand day care availability in the region and coordinate collaboration between these entities and CVCC. Having a licensed day care facility very near campus would be a great asset to student learning.

- Serve as a key regional education/training/economic development partner to develop a skilled workforce that fulfills current industry demands and aligns with targeted Central Virginia economic growth sectors. Stimulate regional discussions and analysis of skills gaps, trends and workforce opportunities. The R2000 WDB is already involved in this area, and this work needs to continue and expand to help us make certain that programming developed at the college meets business needs.

- The R2000 WDB should further partner with K-12 regional school divisions to coordinate and/or offer career pathway pipeline programs and technical training opportunities for regional students and shepherd increased collaboration among area agencies, organizations, businesses and schools to this end. Greater collaboration between the schools' programs and those offered by the community college will increase seamless

career ladder programs, and the R2000 WDB is well poised to help facilitate these discussions.

Lynchburg City Public Schools

Role of LCS in Workforce Development

- To understand the needs of employers in the area with respect to education, skills and training for our students

- To provide high school students to employers ready to enter the workforce

- To understand the most advantageous point of entry (timing) for students to enter workforce development programs

- Train and inform LCS employees of the workforce opportunities for students, and ensure students are directed to the available programs.

- Provide support to students on workforce decisions

LCS's Career-Technical Education is an essential part of the school division's total educational program designed to prepare students for gainful employment and/or post-secondary education or training

Elective courses in each program area focus on helping students to develop twenty- first century job skills while enhancing support for the core academic curriculum!

The LCS's role with Region 2000 is to better prepare students for College Readiness with Dual Enrollment, preparation for State, Industry, and Competency Certifications. We must combine our various Career Technical electives with Career Planning pathways with local business and Industry!

**We also would like to expand our programs in several directions like Agri Science's, Aviation, Cyber Security, and Digital Electronics and Gaming!

Rapid Response Input

The R2000 WDB and regional Rapid Response team will engage in direct and deliberate communication on no less than a monthly basis for the primary purpose of discussing relevant activity in the region for their shared objectives. At minimum, this meeting will involve the R2000 WDB Executive Director and the Central Virginia Rapid Response Coordinator. Other participants as deemed appropriate by either party for that particular month's topic(s) may also preside (e.g. other workforce development agency partners within the network, etc.).

Priority agenda items for the monthly meeting will follow the format of, but not limited to:

1) Review of most recent Rapid Response activity in the region

    a) follow-up of Dislocated Workers and response rate, assistance received and progress/outcomes

    b) successes/businesses' (specific) involvement

2) Recent workforce trends/fluctuations (if applicable)

3) Health of business/industries

    a) early indicators/warning signs

    b) updates

4) Outreach needs

5) Other/miscellaneous

6) Suggested actions

Next steps to follow will be determined accordingly and noted upon wrap-up before dismissing from each month's meeting.

Amherst Social Services

The role of DSS would be to refer clients to the Workforce Development System with the expectation that they will achieve self-sufficiency within a reasonable time frame.

TANF is a federal program and VIEW is the work component of the program.   VIEW has very specific guidelines and time frames thus in order for DSS and the Workforce to form an effective partnership each must be aware of the criteria. I think a partnership with the Workforce can benefit our clients; however, we need discuss what the Workforce can offer and what DSS has to have to meet federal guidelines. Thanks for all your support.

Interfaith Outreach

In my work with Ex-Offenders I am constantly promoting the work of the Workforce Center. I promote it inside the jails for those being released and outside when I work with those who are desperately seeking employment. I find that the biggest problem with Workforce is that the community does not understand their function and how they benefit our fellow citizens. Many are also apprehensive about the process of being approved for tuition. Those that have spent a lifetime in poverty are often frustrated by the commitment to time and energy necessary to complete the approval process.

Interfaith Outreach Association will continue to promote the Workforce Center as a way to assist those in the community who need credentialing as a pathway to employability and, as such, a potential pathway to self-sufficiency.

I offer a job search class called Return, Learn, and Earn (which I started at the Workforce Center in 2012) for ex-offenders. It is held every Monday from Noon to 1pm and is a five week program. I rotate five topics on job search and retention. There is no beginning or end (a client can start any Monday) and there are no restrictions or commitments. The Workforce Center does refer people to this program but I would like to see it formalized.

Campbell County Libraries

I would like to see all public libraries (Campbell in particular) as an extension of WDS to people who may have transportation barriers to services, as well as an easily accessible web/tech navigator for job search purposes. We would also like to be a job training site for those enrolled in WDS work experience programs. A list of what libraries can do:

- Host virtual orientations

- Host caseworker/client meetings

- Provide tech teaching and support

- Provide space for a job opportunity bulletin board & keep updated at the direction of WDS

- Be a job training site and a SCEP site (have already done this several times)

- Provide local marketing for WDS opportunities

Amherst Economic Development Authority

I see the Amherst EDA role as one of advising the workforce system of the workforce needs of Amherst companies and working with you to meet their needs. That would include planning for the future needs to ensure the answer truly meets the need of the company in the most

efficient way possible to benefit the employer. Additionally, connecting Amherst resources to the workforce system (ACHS welding, potential teachers, etc.).

Virginia Technical Institute

The brief description of VTI's role is in the stated mission of Virginia Technical Institute to "provide technical training and trades credentials to meet needs of business and industry".

To fulfill this mission VTI continues to actively seek information and feedback about changes in the needs of the manufacturing sector and works to react to the associated training needs.

I would think that we would fit in the Youth and Education portion of R2000 WDB.

Daily Bread

Daily Bread is the primary soup kitchen for the downtown Lynchburg area. We now also bring meals for community distribution to Appomattox, Madison Heights, and Altavista. As an agency, we are very interested in employment training for low-income and/or low literacy populations; it is a passion of ours. We would like to become more involved in workforce development efforts, which can range from committee participation to serving as a Board member, if desired.   At this time, there is no formal agreement between us but we (and I) would very much like to help.

Appomattox County

I see Appomattox County staff as being the catalyst connector between the local business sectors and the R2000 WDB. In the next 4 years, I think we should seriously focus on Technical Workforce Assistance Training opportunities for the skilled labor workforce.

I would like to see WD bring educational/training opportunities to the businesses in Appomattox County and have more of a resource presence here.

Lynchburg College Career Development & Internships

Our role in the R2000 WDB would be to provide contact with graduating students who have skills ready for the workforce, along with students who are still learning but would have some skills to bring to employers as interns. This could be in the form of job fairs, on campus recruiting, referrals, and advertising of positions for employers. LC's CD&I also can serve as a voice of Higher Education in the area at meetings and events like the strategic plan meeting back in December.

Simple Solutions- Bedford DSS

The changes that are taking place now are amazing I have great communication with Workforce the only thing I am seeing around the corner with my participants with Simple Solution are companies that work with some of the degrees they may pursue. The challenge for me is we do not have a broad business base and for a participants who have no transportation they have no choice but to look for companies in Bedford.

I guess for me its finding certificates/degrees for our businesses and participants.

I am sure you are already aware of this issue and information you may have about the businesses and what we may be able to do is welcomed.

Lynchburg Mayor's Youth Committee (students from Lynchburg City Schools public and private)

- Need more staff to help students with career planning and job placement in public high schools

- Need more hands-on work exploration opportunities at all levels of high school

- Many "under-resourced" students need adult mentoring opportunities

- Need better awareness of all of the resources available to help with career development

ATTACHMENTS

Attachments are available on the website of the Region 2000 Workforce Board located under the Related Documents Section of strategic planning: http://region2000works.org/strategic-planning/

a. Supportive Services Policy PP 102

b. Training Services Policy PP 104 (combined with i.)

c. Local Government Council Procurement Policy -This can be found at the end of the strategic plan.

d. Current CLEO Consortium Agreement

e. Current CLEO-Local R2000 WDB Agreement

f. Current Local R2000 WDB organizational chart R2000 WDB Organizational Chart

g. Copies of executed cooperative agreements Pending - MOU's still out for signatures…

h. Eligible Training Provider Policy this policy is pending – has not been developed yet

i. Individual Training Account Policy PP 104 (combined with b.)

j. Priority of Service Policy PP 101

k. Monitoring Policy AP 203

l. Equal Opportunity (EO) Policy AP 201 (combined with m.)

m. Grievance Policy AP 201 (combined with l.)

n. A certification of the plan development process and approval of authorized local area representatives. –Record of official minutes from CLEO meeting approving plan attached.