



Note: This planning document is formatted in a manner that responds to State issued guidance.

Section 1.

a. Workforce Demand Analysis

b. Workforce Supply Analysis

These required plan elements have been addressed through the report at Appendix I, entitled “Capital Region Workforce Development Area Workforce Analysis”, dated January 20, 2017 and prepared by Chmura Economics and Analytics.

c. SWOT Analysis

i. Education and Training

At the secondary school level, the Capital Region is fortunate to have half of its jurisdictions with school divisions that are 100% accredited by the state Department of Education. In the other four jurisdictions the accreditation rates are 50%, 62.8%, 71.6% and 93.4%. This suggests there are some disparities locally. The region does have several high quality career and technical education that enjoy strong programming and partnership with regional businesses. At the post-secondary level, there are a number of public and private two and four year institutions. Many offering are directly aligned with the Workforce Board’s targeted industries. One opportunity that would be beneficial to the workforce system would be the addition of more two and even four year degree programs on the eligible training provider list. After “re-booting” the local ETP process to align with WIOA and State requirements, we have lost many such offerings and a majority of the local offerings are certificate-based currently.



ii. Workforce Development

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none">• Qualified staff• Funding• Proximity to colleges• Business partnerships with schools• Career coaching skills• Good partners• Good infrastructure• Talented providers• High labor demand• Economic development partnerships• Board combination of new and experienced• Board is active and diverse• Staff and Board – right people in place• Access to the resource centers	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none">• Lack of a trained and ready workforce• Workflow• Lack of awareness of programs• Bureaucracy• No Centers in outer areas• Communication• Data• Post-exit follow-up• Addressing people with barriers such as homeless• Communicate with business regarding barriers• Marketing• Career paths and connections
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none">• Public relations• Networking• Partnering between schools, workforce, and business	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none">• Lack of living wages• Lack of public transportation• Individuals experiencing homelessness and housing stability



<ul style="list-style-type: none"> • Candidate pools with trained and qualified job seekers • Working with libraries • Working with YMCA • New regulations and legislation • Technology upgrades • Video streaming • Business friendly environment • New local elected leadership • Leadership in schools 	<ul style="list-style-type: none"> • New administration (Federal) • Service duplication • New legislation • Dilution of workforce among multiple departments and organizations • Contractor 3-year system • High number of residents with criminal records • State versus regional economic development • Affordable Care Act changes • Talent pool • Background checks on clients
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iii. Capacity to address needs

The Capital Region has a strong record of performance outcomes in its programming to hard-to-serve populations. Historically our adult program has served only low-income individuals (those at or below poverty) while our youth populations were low-income with one other defined barrier likely to impact success in education or employment. Over the past two years, we have met or exceeded negotiated performance outcomes in employment placement, retention and wages with these populations. Our capacity with customers with low educational levels is enhanced through our partnership with the Read Center which provides reading, literacy and basic adult education in our centers for those with low-level literacy. Our enhanced partnership with Adult Education is also making more offerings on site and we are also doing shared assessment testing. Our capacity to serve the homeless population has expanded in past years due to increased collaboration with the homeless service provider networks in the region



through joint staff session where we connect homeless provider staff with workforce staff to increase knowledge and awareness and develop referral mechanisms. We maintain strong relationships physical co-location, service coordination and collaboration with DARS which enhances our capacity to serve those with disabilities. Through new joint information sessions and orientations we are also better connected with the Virginia Employment Commission in reaching the long-term unemployed and those about to exhaust UI benefits.

d. Vision & Goals

Provide a description of the Local WDB’s strategic vision to support regional economic growth and economic self-sufficiency, including:

We envision a coordinated system where business, education, workforce, and government work seamlessly to meet the skill needs of employers and to provide workers with opportunities to earn a living wage and improve their quality of life.

- i. **goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment)**
 - ii. **goals relating to the performance accountability measures based on performance indicators described in § 677.155(a)(1)**
 - 1. Advance a workforce system that is relevant to and responsive of business customer needs.
 - 2. Create a sector partnership and career pathway model to grow the talent pipeline for new and emerging in-demand industries and occupations.

3. Embrace a customer-centric methodology that serves diverse populations with improved processes and procedures including the use of technology.
4. Demonstrate evidence-based return on investment through a “real time” performance management dashboard that tracks outcomes relevant to services and initiatives.

e. Strategy & Partnerships

Provide a description, taking into account the analyses described above, of a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above.

Goal 1: Each partner within the public workforce system shares a goal of responsiveness to business customers, as placement of job seekers is reliant on this critical connection. Partners will continue participation in the regional Business Solutions team as the primary vehicle to advancing this goal. Required partners meet monthly to review specific hiring needs, plan hiring events, share leads and develop collective responses with shared financial resources and staff time.

Goal 2: Sector partnerships and career pathways can effectively be planned with the Workforce Board executing its role to serve as convener for workforce development discussions and solutions. Each of the Board’s targeted industries are represented on the Board through at least one employer in the region. These Board members will serve as industry liaisons who through their peer networks will work to identify commonly agreed upon hiring needs from the workforce system. The partner agencies represented on the Board, including the Community



College, will then work with each other and pull in other key players such as secondary education, to map the pathways that will map the service strategy interventions to advance job seekers along the various career pathways that match the employer-identified needs. (I.e. for Healthcare, medical records certification to employment placement in entry level hospital job, where employer then pays for the degree portion and advances the employee).

Goal 3: Jobseekers, youth, and workers may access the workforce system at one of the region's workforce centers, or a partner agency. A "no-wrong door" approach agreed upon by the partner agencies will provide common steps regardless of the access point. The partners will establish an initial screening tool that is comprised of some basic questions that provide an indication of whether the individual may be a potential candidate for another Core Program Partner. If the initial screening identifies a potential partner referral may be helpful, the referral process negotiated by each partner agency is triggered.

Everyone entering each of the access points will then be provided a computer to register in the Virginia Workforce Connection. A partner convening group will create a system orientation that will be technology-based and individuals will watch the PowerPoint. The system orientation will provide information on the diverse array of options that may be available.

Next, basic career services may be provided at the location first accessed or if at a partner agency, an individual may be referred to workforce center to utilize the resource room if the entry point doesn't have such resources.

Next, program screening will be conducted by the respective partner including assessments, and the individual is given the unique program orientation for the services he or she will be enrolled in. Funding streams provide appropriate program services.



Partners will meet monthly to review enrollment information and discuss co-enrollment possibilities and procedures. During these meetings, if co-enrollments are in place, exit information will be coordinated.

For Title I Adult, Dislocated Worker, and Youth the Individualized Career Services will include an Individual Employment Plan or Individual Service Strategy.

Case management begins at enrollment onto a partner program. The partners will promote co-enrollments when it is advantageous for service options to the client and to leverage resources. Case management will be done by the primary partner, or in other words, the partner that enrolled the individual onto a program first. Subsequent co-enrollments will do secondary case-management and work with the primary case manager during the partner meetings to coordinate efforts. If a client leaves a partner program and is still co-enrolled in another, the partners may choose to transfer the primary case management to the active program.

Goal 4: As a first step, the Workforce Board will be adopting use of a Balanced Scorecard approach to measuring success with indicators at various levels of the organization to include Board level functions, service level indicators and process indicators. The Board will then work with its partners to identify where there can be alignment of the adopted measures so that a system report card can then also be developed to more comprehensively and collectively report on the local workforce system as a whole.

f. Additional Strategic Elements



i. **a regional vision for workforce development**

To transform the workforce development system and advance the economic wellbeing of Virginia's capitol region. The need to transform our system is grounded in better serving our job seeker and employer customers and maximizing resources. We will transform the system through enhanced coordination of partner services to increase efficiency and effectiveness, direct more funds to training and credential attainment to increase earning potential of jobseekers, develop career pathways through employer engagement so that their hiring needs can be met thereby sustaining economic vitality in the region.

ii. **protocols for planning workforce strategies that anticipate industry needs**

Primarily accomplished through our Business Solutions Team and the coordinator who is on staff to the Workforce Development Board. The coordinator, on behalf of the team, attends or convenes industry-based sessions, events, roundtable discussions, in addition to regular contacts with local and regional economic development offices and Chambers of Commerce who each have existing protocols to determine industry and employer needs. This approach has an added value of not having to replicate efforts and recreate such venues that already exist.

We will study best practices on sector partnerships and develop pilots with a small group of employers that can then be replicated in other industries and at a larger scale, convene subject matter experts from business, education and workforce development, invest in more “real time” data sources that provide current information of job skills



and credentials that are in demand, more actively imbed use of labor market information by WIOA staff and other workforce partner agencies, and partner actively with the new GO Virginia regional council to connect our efforts in a way that supports the economic development and business strategies being developed by that group.

iii. **the needs of incumbent and underemployed workers in the region**

Local policies allow for incumbent worker training, which is promoted through our Business Solutions Team and supported by board policy. Additional benefits are offered to small employers (fewer than 50), by offering up to 75% reimbursement of training costs. The local area has also afforded flexibility through our Priority of Service policy to allow for services to those in the region that are underemployed, or working but still below the median income for the region. Provided that a majority (51%) of adult funds are used for service to low-income and basic skills deficient, the balance can be used to serve those that while above poverty, could still benefit from addition educational and employment services to increase their earning potential.

While incumbent workers can sometime be underemployed, that is not always the case. Often, customers entering our workforce centers are employed in low wage jobs and seek our assistance on their own without being related to an incumbent worker application initiated by their employer. In those cases the strategy is to evaluate their current skill set and occupation and determine if they should seek to advance within their current career or if a different career path is more suitable and likely to advance



their wages. A service plan is then developed to map what training, credentials and other career planning and supportive services will advance the customer goals.

Incumbent worker strategies are employer-driven and primarily solicited through our Business Solutions Team, who raises awareness of the service through a variety of outreach efforts, meetings and networking events/speaking engagements.

Applications are received and reviewed on a “first come-first serve” basis and approvals depend upon the amount requested and the budget balance earmarked for incumbent worker training that remains available. Applications must be determined to provide one or more of the following benefits:

- ✓ Increased Competitiveness
- ✓ Skilled Workforce
- ✓ Increased Productivity
- ✓ Increased Profits
- ✓ Company Growth
- ✓ Reduced Turnover

If approved, a funding award letter is issued and workforce center staff make arrangements to collect the necessary information from employees to support program enrollment.

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



The Board’s organized labor and apprenticeship representatives, through the Strategy and Outcomes Committee, are leading efforts to develop a pilot program in partnership with Board staff and Department of Labor and Industry staff to map out the service routes for both apprenticeship and WIOA Title I services so that areas of intersection can be identified. This will enable true partnership by creating working knowledge of both programs and identify a service strategy to be developed for co-enrollments and leveraging of resources. Use of traditional on-the-job training has already been identified as a priority effort in the region and business service staff are aggressive in identifying employer relationship to expand efforts.

v. **the setting of standards and metrics for operational delivery**

This falls under the mission of the Board’s Strategy and Outcome Committee. The committee seeks to identify measurements of local importance that provide for more proactive forms of data to make informed policy and resource investment decisions. In some cases, these metrics are also more “real time” than the federal measures. The current operational metrics are:

- Percentage of work experiences that translate to employment – 65%
- Percentage of OJTs at \$15 or more an hour – 50%
- Businesses Served – 45% increase from prior year
- Businesses returning for another service in same year – 50%

Additional operational/process metrics were just discussed and endorsed at a Strategy and Outcomes Committee meeting on May 1, 2017. Since these will all be new metrics in support of the Board’s new Balanced Scorecard approach, benchmark levels will be set in June or July for the new program year:

- Customer Satisfaction Rate
- Training Completion Rate
- Cost per participant
- Number of days from orientation to enrollment/first service
- Number of Soft Exits
- Staff Referral to Placement Rate/Staff Facilitated Placement Rate



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

The Capital Region has long enjoyed non-federal contributions from its eight member jurisdictions to supplement employment and training related activities in the region. The County of Henrico additionally provides numerous in-kind supports such as human resources, IT, fiscal and procurement support, legal support and real estate services, general services, and building use at no cost which allows additional resources to be allocated to direct services. During the plan life, the Board will also seek to explore establishment of private sector partnerships such as community non-profits that could receive private funds to support collaborative workforce-related efforts.

- vii. **generation of new sources of funding**

In addition to the local general revenue funds provided by the 8 member jurisdictions, the Board will be seeking public – private venture efforts to expand resource capability, which will also allow for a more flexible pool of funds to support efforts that may not be permissible with federal funds. Businesses, business organizations and foundations in the region will be targeted; using the framework of the Capital Region Collaborative which is bringing together the public and private sectors to address key factors impacting quality of life in the Richmond regions. The Workforce Board has a seat on the Workforce Preparation committee and is already connecting with entities



interested in leveraging funds. In addition, the Board will strategically target grant opportunities that align with and support identified initiatives or efforts and can be readily incorporated into existing operations. This approach will reduce or eliminate standing up efforts that do not align with local goals or that cannot be sustained long term.

2. Local Workforce Development System Elements

a. Programs/Partners Overview

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

i. **the programs that are included in the system**

All WIOA mandated partners either currently participate in the system, or are committed to participate in the system during the plan life. This includes VEC, Adult Education, DARS, community colleges, rapid response, TANF, SNAPET and VIEW, Title V Older Workers/AARP. In addition, our local system includes Henrico County Community Corrections, Department of Veterans Services, and the City of Richmond Center for Workforce Innovation. Our local and regional economic development offices also partner extensively through the Business Solutions Team.

ii. **how the Local WDB will support the strategy identified in the State Plan under § 676.105**

Unify Under a Common Agenda and Shared Outcomes – The Capital Region views itself



as a working component of the statewide workforce system with full alignment to state strategies. We are pleased to participate in efforts led by the state, working groups to advance common efforts and work collaboratively with our other local area counterparts in order to achieve consensus on shared goals, and commit to collaborating to fulfilling these goals.

Embrace Technology and Data Integration Opportunities and Develop and Respond to

Actionable Labor Market Intelligence – The Capital Region has already been seeking opportunities to integrate technology further into its service delivery model and programs by using an electronic online sign-in system and online customer surveys in order to capture real-time data and feedback. Our contracted adult and dislocated worker service provider also brings to the table an array of career planning and support interventions as well as workshops that are also web based and can be accessed by customers from home or anywhere there is internet access.

We also purchase a proprietary and enhance labor market information system that is web based and enables quicker access to sophisticated data for both planning and policy making at the Board level as well as at the service provider level in informing customers. VEC’s web-based Virginia Workforce Connection and labor market tools also afford informed planning and service delivery planning.

Employ Relevant and Effective Talent Development Strategies – The Capital Region has focused on the multiple high demand, high growth industry sectors including: Business and



Professional Services, Health Care, Logistics and Manufacturing. We also have a second tier of target industries that includes construction, hospitality, finance and retail to afford a wider scale of career pathway opportunities for more of our job seeker customers. These career pathways are a critical component to overall workforce system design and implementation. For certain industry sectors, particularly healthcare, stackable credentials allow job seekers to build their qualifications over time and move up their career ladder to potentially upper level positions that pay a higher wage. These credentials build upon one another, with each credential adding more value to the job seeker's resume and salary level. We are currently partnering with VCU Health Systems, the local community college and other non-profits to develop a pathway program in healthcare to help fulfill jobs that are currently difficult to recruit.

Transform the Workforce Service Delivery System – We continually seek ways to transform the workforce system, whether it is in our reemphasis on partner collaboration, promoting and developing more business partnerships or improving the customer service experience through funding a new quality assurance position in the ones tops.

Hold System Partners Accountable to Outcomes and Ensure Transparency in

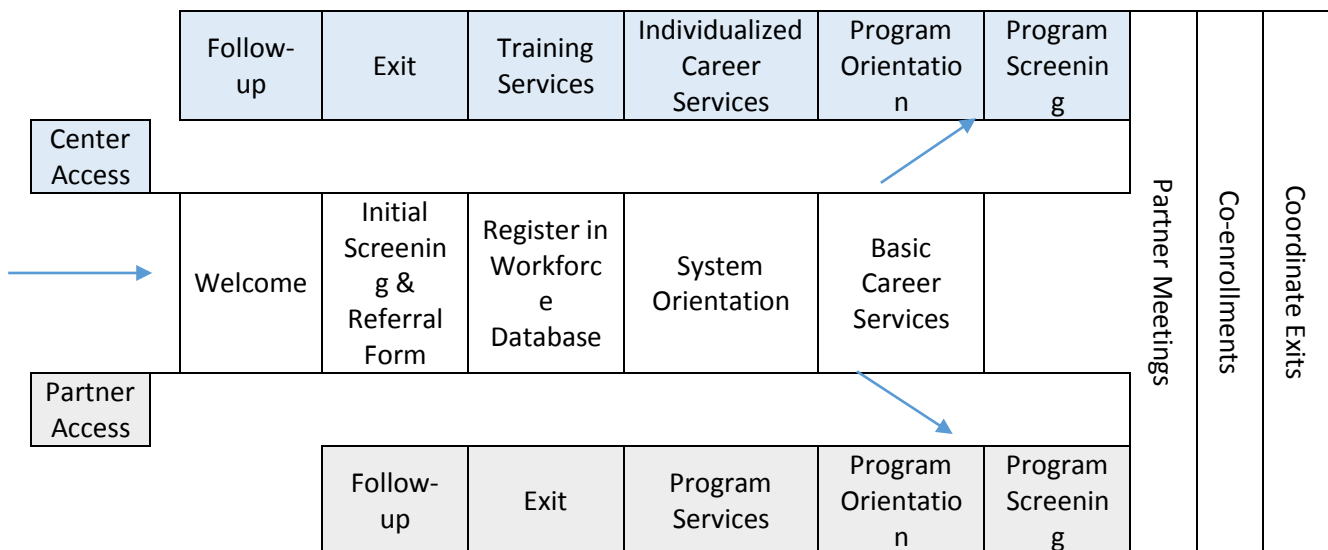
Performance Reporting – The Capital Region is transparent in sharing program outcomes, through monthly program reports and quarterly reports that are published on line, shared in Board Committee meetings and disseminated and discussed in a variety of other venues. As the performance requirements of WIOA get implemented and more partners begin reporting on the same measures, we will evolve our reporting



to tell a wider story of the many partner resources that serve our regional jobseekers and employers.

iii. **how the Local WDB will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment**

The core partners have are already co-located or have agreed to co-locate/establish a physical presence in at least one workforce center prior to July 1, 2017. This is the most effective manner to effectively supporting service alignments. Adult Education and WIOA Title I are establishing procedures for joint use of assessment tools to meet both programs’ enrollment and assessment requirements. Additionally, workforce partners have agreed to the below model for the design of service delivery throughout the workforce system regardless of a customer’s point of entry:



Through monthly partner meetings, the details and necessary processes will be



developed to implement this customer service model and any modifications determined to be needed.

Partners have also agreed to redesign the current referral form to make it more effective and user-friendly.

Specific to Perkins, the regional basic education provider is recently reengaging in local workforce efforts under new leadership. We have a signed MOU with the Richmond Schools superintendent and ABE offerings are now available on site in all three of our workforce centers, which reinforces the need for a partnership to address academic achievement of career and technical education students, as well as strengthen the connections between secondary and postsecondary education. Post-secondary offerings are managed through the region's two separate community colleges, and we have added those administrators to our partner working group so that we can identify logical ways to incorporate those offerings where it makes sense to workforce issues since those funds have a wide variety of allowable uses, and develop implementation strategies accordingly.

iv. **how the Local WDB will collaborate with the community colleges**

SEE SECTION k. ON PAGE 51 BELOW

v. **how the Local WDB coordinates and interacts with Chief Local Elected Officials (CLEO)**

The Board Chair attends the CLEO meetings to provide direct, visible and actionable



connection between the two governing bodies. Additional connection is provided by two of the Board members also serving as CLEO alternates. The local Finance Committee includes both Board and CLEO members. This has been found a most effective means of coordination as budget and finance issues tend to be the biggest joint concerns, and also areas where mutual knowledge and information is most crucial. Finally, the CLEOs and Board share staff, who serve as the conduit between the two bodies. Board actions are shared with the CLEO and CLEO actions are shared with the Board at their respective meetings.

vi. **how the Local WDB meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title programs**

Local oversight is conducted in a variety of ways. At the highest level, the Board's Strategy and Outcomes Committee is charged with reviewing contractor's work and performance at their meetings which are held every other month. Board staff conducts regular contractor meetings to review performance progress and other contractor indicators, as well as any customer complaints or concerns. Program and fiscal monitoring is conducted by staff or third-party contractors at least on an annual basis. We are also included in annual audits conducted by KPMG as part of Henrico County government and are included in Henrico County's Internal Audit Office reviews as well.

vii. **how the Local WDB conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the Local WDB**



All Board, Board Committee and CLEO meetings are open to the public. Each meeting is posted to the local area website, and include the meeting date, time and location. Meeting agendas and materials are made available in advance of meetings. Protocols of each meeting follow Virginia Freedom of Information Act requirements, as do requests for any work materials, documents or communications.

b. Collaborative Strategies

Provide a description of how the Local WDB will work with entities carrying out core programs to:

- i. expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment**

The Capital Region workforce partners are committed to expanding access to all workforce services, particularly those with barriers to employment. This has and will continue to be executed with strong case management services, training in high-growth and in-demand industries, with an emphasis on career pathways and stackable credentials, as well as career navigation and job placement. We have expanded our work experience activities to afford those with limited work experience the opportunity to experience wage earning, and a majority of these activities are resulting in employment offers. Our use of OJTs has also expanded to afford customers the ability to more immediately earn wages while learning the skills they need to successfully advance their career.



The local partners planning group has already engaged in mapping resources within the region that provide workforce development services. The maps includes target populations so that we can identify where hard-to-serve populations are currently access the system, what services they can receive and what opportunities exist for redeploying resources in a more efficient and effective way.

Specifically, partnering with Adult Education in a collaborative assessment environment, will allow for streamlined identification of basic skills deficient individuals . Likewise, enhanced involvement of local Departments of Social Services will better connect low income individuals to the workforce system (itinerant presence in one-stops and improved referral). The new VEC co-location will enhance access to those about to exhaust unemployment benefits as well as other long-term unemployed populations.

ii. **facilitate the development of career pathways and co-enrollment, as appropriate, in core programs**

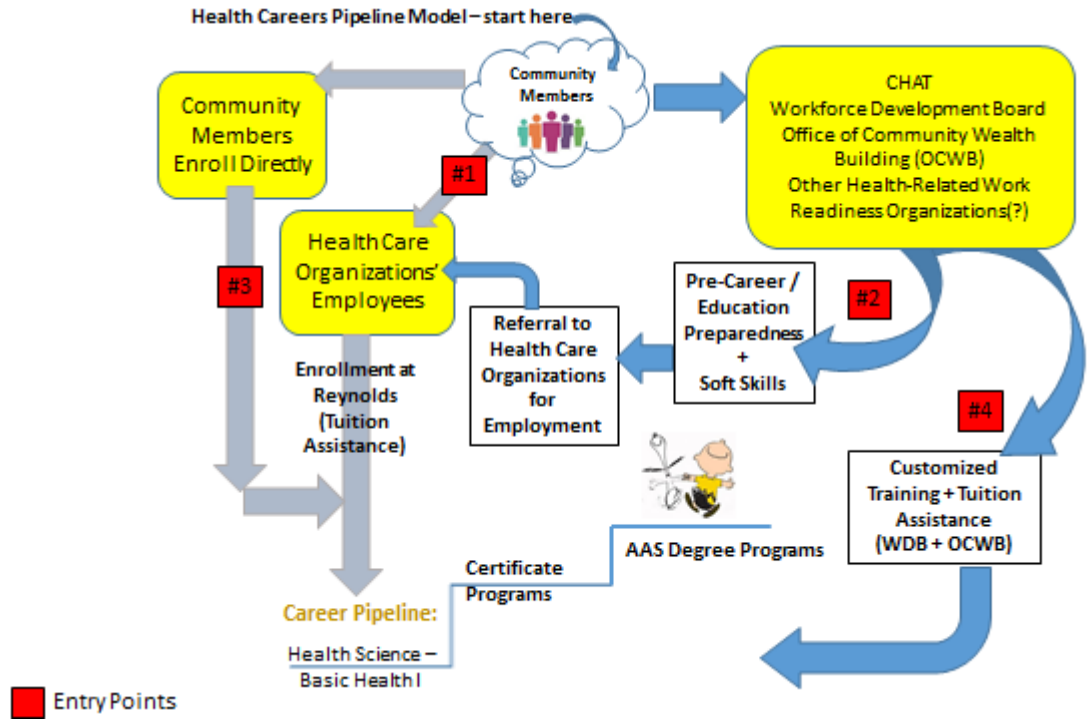
Industry sector partnerships will be the primary means to identifying and mapping key career pathways in the region and among the workforce partners. The Workforce Board’s target industries (health care, logistics, manufacturing and professional/scientific/technical will serve as the organizing framework. A pilot has already been started in the healthcare sector by working with regional employers such as VCU Health Care and HCA. WIOA Title I, the community college and other community-based organizations have been meeting to map a model that will start jobseekers on a path starting from a basic health certificate as the foundation to higher



levels of certification and degrees, from a variety of entry points.

The following graphic has been developed in partnership with VCU Health Systems, a major healthcare employer in the region, Reynolds Community College, the regional Adult Education partner, the Richmond Center for Workforce Innovation and local no-profit community organizations.

At the top it depicts that all members of the community of eligible to enter a career pathway, regardless of the entry point. For those directly entering employment through the employer (center of graphic), they can enroll in the community college partner and then begin in a basic health science certificate program, advance to a more specific certificate program based on interest, aptitude and employment opportunity, and potentially advance into a degree program. As each person moves up a “rung” additional slots open for entry level customers to follow a similar path. To the left, someone may enroll directly with the college with an interest in healthcare, be referred to the employer and then follow the path described above. Finally, individual who enter from the right, the workforce system and community sites, assessments will be done, and where the assessment supports health care as a career field, any basic education, soft skills and supportive service needs will be addressed, followed by referral to the employer to follow the path as described.



This approach will be replicated in the other target industries.

- iii. **improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)**

A revitalized role for adult education as “more than the GED” will serve as an anchor to enhancing basic education that will then support more individuals in their ability to be successful in post- secondary education and credential. WIOA Title I programs have revamped their service model to employ use of Talent Engagement Specialists and Talent Development Specialists. This approach allows for a “triage” to determining what incoming customers are “training-ready” and which will require some form or forms or other preparation services before educational advancement can be planned. The



Community College Workforce Credentials grant will also expand attainment levels in the region. Partners and service providers will be given access to Board-produced labor market data that includes which links education levels and certificates with both projected occupations in demand as well as “real time” compilations from job openings in the area. As career pathways are developed, case management staff will inform WIOA jobseekers of the stackable credential opportunities within their field of training, and opportunities for advancement based on current LMI information and feedback from employers. Based on industry demand and career pathway development, a jobseeker’s Individual Employment Plan may include training activities that will include stackable credentialing, resulting in longer periods of time that participants may be enrolled in WIOA programs prior to exit.

c. Business Services

Provide a description of how the plan shall:

- i. specify the policies and protocols to be followed by all of the region's workforce development entities when engaging the region's employers**

The Capital Region has one of the first and most recognized business services teams in the Commonwealth, which is the focal point of business services. Our regional Business Solutions Team is a collaborative effort between the Workforce Development Board and its local government and non-profit partners. Working together as a team, it allows us to support larger and more complex projects than individual organizations can handle. This also gives employers the bonus of being able to interact with just one person, knowing that the information is then disseminated to the entire team.



With a team of 15 organizations and an email network of over 800 workforce professionals, we're able to handle job postings, recruitment, job fair, training, consultation, and outplacement needs. We also actively address skill gaps and build career pathways in our region to ensure the right talent development is meeting current and future needs.

A shared vision for employer services that is agreed to by all the partners drives the procedures that are organized and executed through the Team. The key elements to this approach are:

- Common set of practices, protocols, and accountability mechanisms for how any organization will interface with a business customer, thus providing businesses with a single way in which they receive products and services that is not variable depending on the agency that is their first point of contact.
- All of the partners have a representative on the team and the team meets regularly and has a designated coordinator that serves as primary point of contact for the team.
- Common definitions across all agencies to ensure that the business customer does not have to respond to differing requirements for services that have the same label across different organizations. These commonly defined services provide the basis for a collective marketing and communication strategy.



- ii. **address how the region's workforce entities will involve employers in the formation of new workforce development initiatives**

Surveys, focus groups, Chamber and Business/Trade Group meetings, outreach materials, on site visits.

- iii. **identify what activities will be undertaken to address employers' specific workforce needs**

Recruiting and Screening Services

Advertise Job Openings:

We provide a single contact person to post job openings across the region giving you direct access to active job seekers.

Screen Applications:

We screen applicants to employer specifications. Typical requests include screening for technical skills, past work experience, and criminal history. All of the job seekers we assist through our Resource Workforce Centers also have completed academic and aptitude assessments, giving us insight into their suitability for job positions.

Meet the Recruiter:



With three centers in the region and access to our partners' sites, we can always find a free facility for employer use to get in front of job seekers. Or we can run an event on site. We help with all aspects of the event – marketing, planning, and actually running it. This is an opportunity to interact in-person with job seekers and to talk with employers directly.

Job Fairs:

We host job fairs on a regular basis throughout the region. Pooling multiple employers together attracts large groups of job seekers. These job fairs can be “open to the public” or run as an “invitation-only” event depending upon needs. We also run job fairs by industry to better target job seekers with the desired skill sets.

Consultative and Planning Services

Labor Market Information Research:

Provide employers with requested information on localized labor market information.

Outplacement Assistance:



Assisting businesses which are downsizing due to economic factors or other circumstances. This can include creating workforce reduction plans that minimize impact on employees and business reputation.

Consultation Services:

Providing entrepreneurs and businesses information and resources to enhance business performance.

Tax and Financial Incentive Services

Helping locate and apply for federal and state tax incentives

We also offer a variety of employee development services such as OJT, Work Experience, and employee assessments,

Provide a description of the strategies and services that will be used in the local area:

- iv. **to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations**

Surveys, one-on-one visits/interview and focus groups, peer awareness from business-sector board members.

- v. **to support a local workforce development system that meets the needs of businesses in the local area**

Seamless delivery through single point of contact of the Business Solutions team, delivering services in an efficient manner that eliminates unnecessary processes, paperwork and time delays. The workforce partners agree to establish a collaborative outreach and recruitment structure, leverage resources, share in performance outcomes to determine value as a system, create a talent pipeline for existing and emerging in-demand industries and occupations, establish an inventory of existing training options and work with economic development and businesses to fill any gaps that may exist.

- vi. **to better coordinate workforce development programs and economic development**

Economic development professionals serve on and attend Business Solutions team meeting monthly and team members also meet regularly with economic development officials throughout the region and likewise, economic development staff refer businesses that they are working with to the business services team when there are workforce related needs. Two economic development professionals serve on the Workforce Board's Strategy and Outcomes Committee to provide direct linkage and working knowledge and understanding of the economic development arena as the committee shapes workforce policy. New strategies to be deployed that may further enhance coordination include:



- New outreach materials that clearly delineate in a concise manner what services are available and “who does what” within the system, so that economic development staff have an “at a glance” overview to share as they meet with employers. The new materials will also emphasize that workforce services are not necessarily “social services” which can sometimes be a misconception that may lead economic development to not utilize or promote the workforce system.

- Develop a set of definitions and terms from the workforce development system for use by economic development, not as outreach to employers, but for their use to help improve understanding of the working terminology that governs workforce development services and so they are more informed and less likely to have expectations that aren't or can't be met.

- vii. **to strengthen linkages between the one-stop delivery system and unemployment insurance programs that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers**

The VEC and WIOA Title I operator are already conducting joint orientations and workshops for RESEA to more actively engage unemployed individuals more quickly. This will continue in the plan year, and other efforts will be enhanced through

permanent full-time location of VEC in two of our three workforce centers.

Formal connections begin when a form letter is generated informing UI recipients that they are eligible for the WIOA dislocated worker program. Two of our centers where VEC are establishing a permanent presence in June 2017 are being fitted with “direct dial” phones that will enable customers to directly to UI staff. WIOA operator and service provider staff will be cross-trained in basic UI filing and program information so that more staff can offer general assistance.

d. Economic Development Collaboration

Provide a description of how the Local WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local WDB will promote entrepreneurial skills training and microenterprise services.

As mentioned previously, economic developers are actively engaged in the Business Solution team and provide numerous business leads, share information about workforce system services, make referrals and involve workforce partners in meetings with businesses that have hiring and training needs. All of these efforts will be continued. Additionally, active participation by economic developers in the Board’s Strategy and Outcomes Committee regularly and routinely shapes policy development in such a way that decisions, actions, strategies and services are representative of responsive to business needs. With respect to entrepreneurial efforts, the Board and its service provider will tap into the resources of the Thrive, or small business development center at the Richmond Chamber of Commerce. Use of

such resources will enable us to leverage existing efforts for the benefit of our jobseeking customers who may have the interest and aptitude to start their own businesses without requiring us to replicate or set up new ventures.

e. One Stop System

Provide a description of the one-stop delivery system in the local area, including:

- i. how the Local WDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers**

Contracted service providers are evaluated on an on going basis through the WDB's Strategy and Outcomes Committee, submission of regular progress reports and by periodic "check-in" meetings with staff. This multi-pronged approach allows for early and proactive measures to effect needed changes to improve upon service delivery.

For training providers, the Board evaluates carefully if a program supports occupational needs of employers in the region prior to placement on the state list and evaluates other indicators of success such references, access and availability of programs, cost compared to other similar programs etc. After placement on the list, performance will be evaluated annually through the state's required performance outcome process. Additionally, case managers will conduct feedback surveys from participants in training to see if the program is as promoted and described, if expectations are being met or there are items that need to be addressed for improvement. For those programs that have not served a WIOA participant in a year's time, an annual review will still be



conducted to ensure a base level of quality remains in place.

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

The region's three workforce centers in Chesterfield, Henrico and Richmond are located within the jurisdictions that account for a majority of our service population volume (93% of all customers in the previous program year). All are accessible to public transportation. For the outlying jurisdictions, we maintain an affiliate site in Goochland County and have established or are working to establish a presence in community libraries in Charles City/New Kent, Hanover and Powhatan. These sites serve as significant points or access for a variety of community services and information. Our approach will include scheduling on site staff time and workshops, electronic connections to the workforce centers and cross-training of library staff.

- iii. **how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities**



- Centers and Partner sites will post required notices to ensure all eligible individuals are aware of the system’s obligations to operate programs in a non-discriminatory manner. Equal Employment Opportunity is the Law notices will be posted in all partner facilities and will be reviewed with each program participant and documented in each client file. Equal Employment Opportunity language will be placed on all new and reprinted outreach and recruitment documents.
- All workforce centers will be accessible to individuals with disabilities.
- Monitoring will include a review of system compliance regarding all of the above.
- The Workforce Development Board will request that DARS provide training to partner staff regarding serving individuals with disabilities.

iv. **the roles and resource contributions of the one-stop partners**

Through the partner MOUs, the One-Stop partners agree to make their applicable career services accessible through the local one-stop system known locally as the Resource Workforce Centers in Chesterfield, Henrico and Richmond. Methods of accessibility may include: on-site staff, referrals, provision of appropriate technology at the comprehensive one-stop center, by cross-training of staff at the center, or through a cost reimbursement or other agreement between service providers at the comprehensive one-stop center and the partner.

Each partner’s specific services are listed in their signature page.



Each partner agrees to name a representative to attend and participate in meetings of the one-stop partners as may be called by the WDB and/or one-stop operator for purposes of implementing the provisions of this MOU, discussing one-stop systems services and coordination and related matters. This will also include periodic review of center customer satisfaction reports and jointly-agreed ways in which to respond to and improve customer experiences

All partners agree to respect each other's organizational practices and management structures in the provision of services under this agreement.

Partners agree to:

- Identify instances where duplicative paperwork or processes exist and take steps to eliminate or reduce redundancies to the extent allowable under individual program regulations.

- Provide a listing for center customers of the partner's available services, with detailed information on how to obtain additional information or how to access such services if they are not on site so the customer has full awareness and understanding before leaving the center.

- Additionally, should a partner establish a permanent or itinerant presence in one of the Resource Workforce Centers, such partners commit to having staff assist at the front counter and/or in the resource room as may be needed and to the extent



practical; and provide assistance to all center customers in a courteous and professional manner.

Referrals: Partners to this MOU agree to develop, implement and modify the processes, procedure and forms for the seamless and affirmative referral of customers. At a minimum, the referral system shall require that:

- An individual will have received at least one career service from the referring partner, which will be documented on the referral form. Any other intake and service history information shall also be provided in the referral subject to applicable laws and regulations and customer consent.
- The partner receiving the referral will follow up with the customer within 7 working days of receipt of the written referral, and notify the referring partner that follow up occurred.

Data Access and Sharing: To avoid duplication of service and to better serve customers, information acquired in the workforce system will be mutually accessible among the partners as allowable and appropriate. Each party to this agreement will only use private and confidential information provided or owned, by other agencies and organizations, solely for the purpose for which the information was disclosed and as authorized by the customer. No party shall disclose or misuse any private or confidential information under this agreement unless the disclosure is authorized by law. The misuse or unauthorized release of private and confidential information shall subject the party, its employees, or agents to applicable sanctions under state and



federal law.

- v. **the services provided by each partner mandated by federal and state law, and other optional partners**

All partner core services as defined in federal law/regulation and state policy will be provided through the workforce system. The local MOU under development will further articulate the detail and nature of service as well as the means by which they will be accessible. See the documents at Attachment D for detail on current arrangements.

- vi. **the Virginia Workforce Center Operator for each site in the area**

The current operator is a consortium consisting of Henrico County (as Title I grant recipient), the Department for Aging and Rehabilitative Services and Senior Connections (a Title V Older Worker entity). A competitive procurement is planned for the spring of 2017 such that a new operator will be selected and in place by July 1, 2017.

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

Cedar Fork – Eastern Henrico: WIOA Title I, VEC, DARS, Adult Education, Dept. of Veterans Services and Henrico Community Corrections. Other partners to be connected through MOU framework built on referrals, information and some itinerant presence.

Cary Street – Richmond City: WIOA Title I, VEC, Adult Education, Richmond Center for Workforce Innovation. Other partners to be connected through MOU framework built



on referrals, information and some itinerant presence.

- viii. if applicable, the locations of Virginia Workforce Network affiliated sites, partner sites or specialized centers

Turner Road – Chesterfield; WIOA Title I, Adult Education, Senior Connections. Other partners to be connected through MOU framework built on referrals, information and some itinerant presence.

River Road (Goochland) – WIOA Title I by appointment.

Provide a description of professional staff development strategies to include:

- ix. **process used to ensure that staff receive continuous training in workforce development practices**

Organizations with staff in the one stop centers sign on to the Partner MOU, committing that their respective staff will take advantage of appropriate training, credentialing, and other staff capacity development opportunities that are available. Partners with front-line staff directly serving customers will achieve and maintain workforce development professional credentials as required by the Virginia Board for Workforce Development to support the requirement to achieve a 60% front-lone staff-certification rate.

The one stop operator will also coordinate a schedule of regular staff training opportunities, “lunch and learn sessions” and on-line offerings for center staff.



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

Performance management starts with the evaluation of individual WIOA cases and their outcomes at the case manager level. We utilize a Quality Assurance position, in addition to Supervisors for the WIOA Adult, Dislocated Worker and Youth Programs, to track and manage the outcomes of cases and how those outcomes translate into performance indicators on a monthly, quarterly, and annual basis. The program managers review, evaluate, and monitor the WIOA caseload from enrollments through to exit and follow-up. Part of local monitoring also includes tests of data entry time to ensure it falls within timelines required by state policy.

- xii. **process to measure staff performance and delivery of high-quality customer service**

Customer surveys and mystery shopping, as well as third party evaluations.

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

It is our understanding that the state policy is no longer in place and/or being re-evaluated. However, WIOA Title I staff participate in training through Dynamic Works which leads to certification. We will encourage other partners to consider this or similar options.

f. Adult & Dislocated Worker Services Provided

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, to include:



i. universal access to core services

The area’s three workforce centers provide ample access to core services to a universal population of users. Between the three centers there are 64 public-use computers, as well as access to a vast array of career information, job openings, on-site recruitment events, and information about programs and services that may be of interest or benefit to the approximately 35,000 individuals who visit our centers in a year. In addition, we have started and will continue to expand core services into the more remote areas of our region through a combination of use of library facilities and cross-training of library staff.

ii. access to employment, training and supportive services

Orientations are currently offered two days per week in each of the three centers. Once interest is determined, along with the ability to benefit, eligibility is determined and a customer is enrolled. The talent engagement specialist will conduct assessment and determine the course of service for the customer. A talent development specialist is assigned to those ready to proceed directly in WIOA Title I services, and/or referrals are made.

iii. the area’s definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals

Area 9 is shifting to a “living wage” model for determining self-sufficiency. Analysts and policy makers often compare income to the federal poverty threshold in order to determine an individual’s ability to live within a certain standard of living. However, poverty thresholds



do not account for living costs beyond a very basic food budget. The federal poverty measure does not take into consideration costs like childcare and health care that not only draw from one's income, but also are determining factors in one's ability to work and to endure the potential hardships associated with balancing employment and other aspects of everyday life. Further, poverty thresholds do not account for geographic variation in the cost of essential household expenses.

The living wage model is an alternative measure of basic needs. It is a market-based approach that draws upon geographically specific expenditure data related to a family's likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency.

The living wage is the minimum income standard that, if met, draws a very fine line between the financial independence of the working poor and the need to seek out public assistance or suffer consistent and severe housing and food insecurity. In light of this fact, the living wage is perhaps better defined as a minimum subsistence wage for persons living in the United States

- iv. **the area's definition of hard-to-serve populations with additional barriers to employment**

Basic skills deficient, low-income and/or not at self-sufficient wages, long-term unemployed, people experiencing homelessness, those with a disability, ex-offender status, English as a Second Language, foster care or aged out of foster care, pregnant or parenting teens

g. Rapid Response Coordination

Provide a description of how the Local WDB will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.

In addition to the protocol that is in place to respond to active events, which includes WIOA Title I involvement, the WDB and regional Rapid Response team will engage in direct and deliberate communication on no less than a monthly basis for the primary purpose of discussing relevant activity in the region for their shared objectives. At minimum, this meeting will involve the WDB Executive Director or Assistant Director/designee 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 be limited to:

- 1) Review of most recent Rapid Response activity in the region
 - a) follow-up of Dislocated Workers and response rate, assistance received and progress/outcomes
 - b) successes/businesses' (specific) involvement
- 2) Recent workforce trends/fluctuations (if applicable)
- 3) Health of business/industries



- a) early indicators/warning signs
- b) updates
- 4) Outreach needs
- 5) Other/miscellaneous
- 6) Suggested actions
- 7) Wrap-up

h. Youth Services Provided

Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities; and the following:

- i. the local area’s strategy for ensuring the availability of comprehensive services for all youth**

As the local area seeks to reach out and offer comprehensive services to the disadvantaged, unskilled, and often forgotten young adults, we are using the legislation’s charge of “innovation” to rethink and evaluate our current service delivery model.

Our new model takes into consideration the many challenges facing young people, as well as how they view their roles in the workforce. It has been our region’s experience that this vulnerable population does not perceive the world of work with optimism, enthusiasm or commitment. Unfortunately, for them the workforce is just another system of rules with ultimate disappointment. Additionally, we are continuing to serve more young adults with

multiple barriers combined with diagnosed and undiagnosed mental health issues. Therefore, under the new WIOA legislation it is vital that we first change the conversation not only with our partners, but business and the participants to build effective evidence-based programs.

We will build upon our 2011 youth resource mapping project that identified programs, surveyed and convened service providers in our community aligned with program elements. This review and update will allow for informed decisions about whether to expand or contract partner services, identify new partners, and to leverage and align resources to ensure the availability of comprehensive youth services in the region. Under WIOA and its expansion of the program elements, it will become imperative for staff to have knowledge and access to that information, via our website and other readily accessible tools, to support youth workforce development.

Out-of-school youth services are accessed through one of our three workforce centers in the region. The contracted service provider is required to make all 14 WIOA youth elements available either directly or through partnership arrangements. In school youth services are coordinated on site in at least one high school in each of our eight jurisdictions through collaboration with our in school youth contractor.

ii. how the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA

Using the results of our resource mapping study along with the evaluation tools developed by The Coalition for Evidence-Based Policy for evaluation and cultivating success career models, we plan to replicate and use these tools to identify and select providers in the metro Richmond



region. Our strategy also includes clarification of roles and alignment of goals and resources through partnership agreements to ensure access and ongoing evaluation.

As far as process, public procurement process under Henrico County Purchasing procedures is used to identify and select the current WIOA Youth Program Providers. A committee is formed to include Board and CLEO members who review and score proposals and interview bidding firms before making a recommendation to the full Board and CLEO. Once contract awards are made, staff executes the documents.

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

Outreach efforts for this population will include continued collaboration with partner agencies like the Departments of Social Services, juvenile justice, foster care providers (to identify those about to “age out”, homeless service organizations, public housing entities and other non-profits that serve as gateways for disengaged youth. There is also close collaboration with the adult program operator to connect 18-24 years olds entering the one stop centers.

Our way to ensure these young adults receive access is by developing targeted populations cohorts with multiple entry points. This model, which is used by Adult Education, the Community College and other partners, will allow for each group of young adults that have similarly identified challenges to employment to move through the system as one unit with of peer support, which also allows for our partners and programs to systemically plan how they allocate their resources in the workforce system, thus ensuring youth receive access to required



elements.

Fund obligations and expenditures will be monitored on a quarterly basis to determine if spending levels are on target for the appropriate point in time of the fiscal year. Contractors will be notified of any identified concerns, with the requirement to develop a corrective action plan to identify proactive steps that will be taken to keep spending on target.

WIOA Youth specialists provide participants with a comprehensive assessment, involve them in their own development, offer job readiness skills and career counseling, maintain ongoing contact, and hold youth accountable for results. The WIOA Youth Program is also able to provide tutoring services for those that need additional assistance. The WIOA Youth specialists provide soft skills training workshops to help prepare young adults for the workplace and other opportunities. Topics include: appropriate and professional behavior; job readiness skills and positive work habits; career exploration, including high demand industries; personal financial management; networking and resume building; and the benefits of higher education and certifications. The WIOA Youth Program also offers year-round paid and unpaid work experiences including internships and job shadowing, with an emphasis on the annual summer career opportunity event. Young adults are also assisted with GED completion, postsecondary education, and occupational skills training through the Eligible Training Providers in a variety of fields.

iv. how the required program design elements will be addressed as part of the development of youth service strategies



The program design framework will be provided primarily by the selected provider. However, we plan to cross train multiple partners within the workforce center that have similar functions to be cross trained to expedite the enrollment process and to have multiple entry-points. In the event a provider is not in place the fiscal agent will provide such services until a new provider can be secured.

New youth service strategies and initiatives are offered in accordance with the required 14 program design elements required under WIOA. The service providers contract affords the budget flexibility to make offering directly or collaborate through other arrangements as may be needed. Individual assessments inform staff on the unique needs of each customer and the strategy for service is then developed. As part of the process there may be referrals to other entities who may be more suited so that the WIOA funds can be more strategically targeted to employment and training services once other interventions are addressed.

v. strategies to recruit out-of-school youth and expend funds

Outreach efforts for this population will include continued collaboration with partner agencies like the Departments of Social Services, juvenile justice, foster care providers (to identify those about to “age out”, homeless service organizations, public housing entities and other non-profits that serve as gateways for disengaged youth. There is also close collaboration with the adult program operator to connect 18-24 years olds entering the one stop centers.

Fund obligations and expenditures will be monitored on a quarterly basis to determine if spending levels are on target for the appropriate point in time of the fiscal year. Contractors will be notified of any identified concerns, with the requirement to develop a corrective action plan



to identify proactive steps that will be taken to keep spending on target.

vi. policy regarding serving youth who do not meet income eligibility guidelines, including appropriate referrals -

Up to 5% of WIOA youth participants served may be individuals who do not meet the income criteria for eligible youth, provided that they meet other WIOA criteria, such as basic skills deficient, school dropout, homeless, runaway, offender, pregnant or parenting, or face other serious barriers to employment. We plan to develop a policy that outlines this process in the Capital Region which is part of our larger framework of a new partner convening group that will meet regularly to enhance referral processes, discuss co-enrollment options and co-case management.

vii. efforts to coordinate with Job Corps, youth opportunity grants where applicable, registered apprenticeship programs, local offices on youth, and other youth services, including those administered through community colleges and other higher education institutions and local human services agencies

How we leverage and align resources with our stakeholders, which include Job Corps, apprenticeship, human service and higher education is extremely important. Our efforts include, but are not limited to relationship building, collocating, effective agreement, co-sponsored events and program services, team meetings and material sharing.

Job Corps and other youth programs are resources for our program and partner with the Capital



Region Board to deliver ongoing workforce services to eligible youth in the region. Job Corps also serves as a member of the Business Solutions team along with our contracted youth providers affording additional collaborative opportunities. Our provider also works with regional adult education, community colleges and Departments of Social Services for recruitment, resource leveraging, dual enrollment opportunities and service integration.

viii. efforts taken to ensure compliance with applicable child labor and safety regulations

Our efforts to ensure compliance with applicable child labor and safety regulations are governed in large part by our attachment to Henrico County government and its Risk Management Department. We will continue to also train program staff, have appropriate links on our website to resources and maintain requirement in our work experience manuals and agreements.

All WIOA Youth case managers have a copy of the federal regulation on safety and child labor laws. Youth who enter employment, both subsidized and unsubsidized and participating employers receive a copy of child labor laws and regulations, and are informed of rights and responsibilities which cover child labor and safety laws. Contracts require providers to carry sufficient insurance coverage for these situations.

ix. pay-for-performance policy as applicable-I

At this time, the local area is not planning to pursue such a policy

i. Supportive Service Provision

Provide a description of how the Local WDB will coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

Priority for supportive services is given to those items directly related to participant training success. Broader needs are primarily met through networking and connections with organizations such as Department of Social Services, Mental Health, Health Departments, United Way, Community Action Agencies, Head Start Programs, literacy councils, Greater Richmond Continuum of Care and faith-based organizations. The local area will consider “last resort” situations on a case-by-case if other avenues are not available or urgency of timing does not make such coordination possible.

j. Training Services

Provide a description of how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used; and the following:

- i. how the use of such contracts will be coordinated with the use of individual training accounts**

ITAs remain the primary vehicle for training services in Area 9. The ITA policy as well as OJT and contract policies are all on line and spell out in detail under what circumstances each should be used.

<http://www.capitalworkforceconnection.com/policies-documents/policies/>

Case managers make determinations in consult with customers as to if an individual ITA is the best route to pursue based upon factors such as the timing of class start-up, the chosen career path, assessment results and immediacy of need to earn income. If income needs are more immediate, on the job training contracts can be arranged to afford wage earning while the customer is in training. The local area has just adopted a new policy on Contract Training which will allow for a focused on a more-cohort-based model of moving participants into training with a group of peers. The contracts must be for programs that support in demand occupations or those in our target industries. Contracts will be blended with issuance of ITAs based on individual interests, aptitudes and abilities as well as the timing of individual employment plans. (i.e. customers won't be held if a contract group is not forming soon enough to meet their need).

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

This is imbedded in the local areas "Access to Training" policy. The policy establishes that many factors must be considered along with customer choice to ensure that the customer is set up for success, not failure and that Board's limited resources are strategically deployed. Informing customers of as many aspects related to training has been determined an effective way to achieve these outcomes. Such factors include:

- A. Customer's educational level;
- B. Previous skills training;
- C. Employment readiness level;



- D. Career goals;
- E. Customer's aptitude and interest for the selected training, and tolerance to environmental factors and/or working conditions associated with the training;
- F. Availability and length of training;
- G. Cost of training;
- H. Financial ability of customer to undertake and complete training along with any ancillary costs;
- I. Potential for a customer to obtain employment that advances their earning potential beyond wages reported at the time of enrollment and towards self-sufficient wages as may be defined by the Resource WIB;
- J. Physical assessment to determine any limitations that would preclude them from performing work for which participant is being trained;
- K. Criminal background checks, if appropriate, to identify barrier crimes that would preclude participant from employment in identified occupation;
- L. Drug testing if required by the training provider or occupation as a condition of employment

k. Collaboration with the Community Colleges

Provide a description of how the Local WDB will collaborate local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

The WDB has an established history of working collaboratively with the two community colleges that service our region through the Community College Workforce Alliance. Specific examples include:



- Programs of training: The Board has recently reviewed and approved some 27 programs to the eligible training provider list as viable and effective offerings for our job-seeking customers to consider. These programs all align with occupations on the Board’s targeted industry list and ensure effective investment of Board training resources.
- Grants Collaboration: The Board and CCWA have long partnered on grant opportunities to expand upon the portfolio of employment and training resources available within the region, where need far surpasses traditional resources at our disposal. These have included efforts in entrepreneurial training, on the job training and incumbent worker training. We will continue to identify grant opportunities with the colleges and additional partners that support career pathway strategies.
- Onsite offerings: CCWA makes some training classes and offering available in the region’s workforce centers as a way to provide more convenient access to customers of the workforce centers.
- CCWA’s active participation in Board membership, service on Board committees and the regional Business Solutions Team.

In addition to continuation of the above, the Board will seek to connect employers who are interested in board-funded training assistance to CCWA for exploration of possible credentials and certificates that may be connected to such training to mutually benefit our customers and the Commonwealth in achieving its goals of more credential attainment.

I. Collaboration with Education

Provide a description of how the Local WDB will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

The local area has been establishing connections with our region's secondary school systems through our in-school youth program. Our program operator has service level targets for each jurisdiction and in that effort has been able to establish working relationships that can lead to great awareness of possible services and facilitate better connections. We are also fortunate to have representation on the Board from both a School Superintendent and a Director of Career and Technical Education. The local area will take advantage of their participation as a way to develop inroads into school systems where more career awareness, sharing of labor market information and connections with employers can be established and expanded. Likewise, our Chief Local Elected Officials will continue to earmark local funding for youth employment, training and job fair events.

The local area will also seek to work with secondary schools, employers and chambers of commerce to pilot and then establish local job awareness events where students can visit area businesses to see the types of careers that are available in the local areas, similar to the more traditional college visits. This may also lead to development of internship opportunities. The local area has also agreed to partner with Virginia Commonwealth University as they launch a three year grant-funded effort to make more high school students aware of the college offerings available in the area and provide information, application assistance, financial aid filing assistance, counseling and other forms of support to reach a population that



may not otherwise consider or have the resources and assistance to consider and pursue post-secondary education.

m. Collaboration with Adult Education and Literacy

Provide a description of how the Local WDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the Local WDB will carry out the review of local applications submitted under Title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

The LWDB will coordinate WIOA Title I with Title II adult education activities by supporting the colocation of partners at the workforce center locations in the region. Region 15 Adult Education will provide skill assessments and instruction or tutoring at all three locations. Title I and Title I programs will also work together in a partner convening group that meets regularly to manage co-enrollments, collaborative service delivery and a seamless referral process. Additionally, the LWDB will support all partners in the development of career pathway opportunities in the region for in-demand occupations. Adult education is recognized as the partner to provide instruction for adults in the areas of reading, writing, speaking listening in English and math instruction below the 12th grade level in addition to the completion of a high school equivalency. This instruction allows adults to increase their literacy and numeracy skills preparing them for the workforce and employment.

Under Title II of WIOA the eligible agency (VADOE) must consider the extent to which the local eligible provider in the Capital Region is responsive to serving those individuals identified in the LWDB plan as needing adult education and to those with barriers to employment. The review of the local adult education applications allows the LWDB to consider the collaboration



of required partners and the Title II applicant at providing the best access to education and training for all individuals with barriers to employment. The LWDB's review of eligible Title II local applications will consider the requirements (SEC. 232) and and considerations (SEC. 231) under WIOA.

The Capital Region Workforce Board also received 4 adult education program funding applications that were submitted to the Virginia Department of Education. Each application was reviewed against the goals, strategies and policies of the Workforce Board and observations were shared with the Department of Education.

n. Priority of Service

Provide a description of how the direction given by the Governor and the Local WDB to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and § 680.600.

In Area 9, priority of service application for WIOA Title I adult funds means that at least 51% of new adults enrolled in each program year must be individuals who meet basic eligibility (Age 18 or over, eligible to work in the U.S. and registered with selective service if applicable) and who are recipients of public assistance or otherwise determined to be low-income individuals; or who are basic skills deficient.

Low-income means an individual received an income, or is a member of a family that received a total family income, for the 6-month period prior to application that, in relation to family



size, does not exceed the higher of (i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard income level as annually determined in the Federal Register, for an equivalent period.

Basic skills deficient means an individual that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society (WIOA Section 3[5]).

Criteria used to determine whether an individual is basic skills deficient includes the following:

- Lacks a high school diploma or high school equivalency and is not enrolled in post-secondary education.
- Enrolled in a Title II Adult Education/Literacy program.
- English, reading, writing, or computing skills at an 8.9 or below grade level.
- Determined to be Limited English Skills proficient through staff-documented observations.
- Other objective criteria determined to be appropriate by the Local Area and documented in its required policy.

Case Notes – Paper or electronic statements by the case manager that identifies, at a minimum, (1) a participant's status for a specific data element, (2) the date on which the information was obtained, and (3) the case manager who obtained the information. If case notes are used as a documentation source, the case notes must provide an auditable trail back to the source of information verified. The case manager does not need to keep a hard copy of the information verified in the participant's case file.



Veterans and eligible spouses continue to receive priority of service for all DOL funded programs amongst all participants. These requirements were not affected by the passage of the WIOA and must still be applied in accordance with guidance previously issued by the DOL

Priority of service status is established at the time of eligibility determination and does not change during the period of participation.

o. Incorporation of Technology

Provide a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

Contracted service providers employ a variety of technology tools to be more efficient in serving customers and making services available at time that are more conducive to customer schedules, such as evenings and weekends. This includes online workshops, video tutorials and job search and resume building tools that we accessible via the internet. We also use Skype and other forms of video connection to link customers in more remote areas of the county to initial services and staff interaction to safe on time and travel; and this technology is also used to connect classrooms at the three different workforce centers, so that students in one center can participate in a class at another that may be more difficult to get to. We employ a computerized sign in system so that customers can check in and staff are made aware of their arrival and what event or activity they are there for, what service they may need or with whom they have an appointment.



The local area will move forward with an electronic referral system to replace the current more cumbersome paper based system. WIOA, Wagner-Peyser and Trade will continue to use the Virginia Workforce Connection for case management services locally.

p. Efficient and Effective Service Delivery

Provide a description of the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop delivery system.

Key to success is the full co-location of the VEC into two of our three workforce center. VEC will staff the resource room to ensure that WIOA resources are not duplicated in the overlap of like core services. Workshops will be conducted by the WIOA title I service provider so VEC will not have to duplicate such efforts. All WIOA customers are required to enroll in the Virginia Workforce Connection for job information. There will be greater emphasis on the sharing of job orders and job postings among all workforce partners through the Business Solutions team.

q. Fiscal Agent

Provide a description of the fiscal and budgetary strategies used in the local area, to include:

- i. identification of the entity/fiscal agent responsible for the disbursement of grant funds described in WIOA sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official**

Henrico County is the locally-designated fiscal agent.

ii. **the methods and strategies used to ensure timely expenditure of WIA funds**

Tracking fiscal spending against budgets has proven an effective tool in this regard and will continue to be employed during the plan life. At the service provider level, contract budgets are “driven down” to the center level so that each manager is aware of and can track their available funds and spending, while the regional director keeps track of the total budget and spending. Use of a “pipeline” model allows tracking of both expenses paid and encumbrances made throughout the year so that targets can be tracked on an on-going basis. At the Board level, the fiscal office produces monthly spending to budget reports for staff monitoring, and quarterly reports are provided to the CLEO and Workforce Development Board.

iii. **the competitive process to be used to award the grants and contracts in the local area for activities carried out under WIA**

The Capital Region utilizes the competitive processes outlined in Henrico County’s Procurement Manual, which meets any and all federal and state requirements for such activities.

<https://henrico.us/pdfs/countyattony/Chpt016PublicProcurement.pdf>

Following any competitive procurement issuance, a review panel made up of CLEO and Workforce Board members is assembled to score proposals, interview top scoring respondents and make selection recommendations to each respective body.

iv. **the strategy used by the LWIB to leverage WIA funds with other Federal, State, local and philanthropic resources**



Local government funds, non-required partner funds, services provided in-kind by the grant recipient and cost allocating with required partners are all methods used locally. During the plan life, there will be a strategic and thoughtful approach to determine which other funding sources will be sought to expand the resource portfolio. There has been a growing recognition locally that not all supplemental funding opportunities prove to be entirely beneficial. There must be a local alignment to goals, strategies, service models and partner relationships for the supplemental funds to achieve maximum impact.

r. Procurement

Provide a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

As grant recipient, the Henrico County Procurement Office manages all major procurement efforts of the local area. Where thresholds do not meet competitive procurement, the local area follows the Henrico County procurement policies and procedures.

Competitive procurement and exceptions are governed under Henrico County procurement:

<https://henrico.us/pdfs/countyattorney/Chpt016PublicProcurement.pdf>



s. Performance

Provide a description of the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.

Adults	Virginia - Negotiated Level	LWDA Level
Employment 2nd Quarter after Exit	77.0	74.1
Employment 4th Quarter after Exit	85.0	77.1
Median Earnings 2nd Quarter after Exit	\$5,500	\$5,166
Credential Attainment within Four Quarters after Exit	61.0	70
Dislocated Workers		
Employment 2nd Quarter after Exit	83.0	93
Employment 4th Quarter after Exit	85.0	85
Median Earnings 2nd Quarter after Exit	\$7,600	\$6,577
Credential Attainment within Four Quarters after Exit	64.0	72
Youth		
Employment 2nd Quarter after Exit	63.0	63



Employment 4th Quarter after Exit	60.0	64
Credential Attainment within Four Quarters after Exit	68.0	68

t. Quality Assurance

Provide a description of the actions the Local WDB will take toward becoming or remaining a high performing WDB, consistent with the factors developed by the State WDB.

The local area will maintain its high-performing status (having only failed to meet 1 out of 36 negotiated measures in the past three years) by: competitive selection of quality service providers, on-going evaluation and monitoring of provider performance, use of customer satisfaction surveys and focus groups as ways to enhance service, quarterly analysis of results to determine where areas of corrective action may be needed to proactively improve outcomes prior to year-ending results and use of predictive analysis features that are available for more informed program management.

u. Public Comment Period

Provide a description of the process used by the Local WDB, consistent with WIOA sec. 108(d), to provide a public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.

General public comment opportunity was made available through posting of the draft document onto the local board’s website, in combination with an email blast to communities



of interest making the posting known and inviting recipients to share with their communities of interest. (The document was posted online from Feb. 13, 2017 through March 2, 2017).

Targeted participation in plan development was achieved through facilitate planning sessions that were conducted for workforce partner agencies and workforce board members and community stakeholders.

The partner session included Adult Education, Community College Workforce Alliance, two Departments of Social Services, Department for Aging and Rehabilitative Services, WIOA Title I Adult, Dislocated Worker and Youth, Virginia Employment Commission, and the Area Agency on Aging.

Board Member/Stakeholder session attendees were representative of regional employers (small, medium and large sized), economic development, higher education, K-12 education, Planning District Commission, organized labor, and community-based organizations.

3. Public Comments Received Section

There were no public comments received as a result of the posting of the draft plan.



Plan Appendix – Workforce Analysis for the Capital Region

(Begins on following page)



List of Required Attachments to Plan

- a. Current CLEO Consortium Agreement
- b. Current CLEO-Local WDB Agreement
- c. Current Local WDB organizational chart (identify board oversight and program administration)
- d. Copies of executed cooperative agreements
- e. Eligible Training Provider Policy (including process to evaluate and recertify providers)
http://www.resourceva.com/wp-content/uploads/2014/07/105_ETP-Process.pdf
- f. Individual Training Account Policy
http://www.resourceva.com/wp-content/uploads/2014/07/106_ITA.pdf
- g. On-the-Job Training Policy
http://www.resourceva.com/wp-content/uploads/2014/07/102_OJT.pdf
- h. Customized Training Policy
http://www.resourceva.com/wp-content/uploads/2014/07/107_CTP-Final-Draft.pdf
- i. Priority of Service Policy
http://www.resourceva.com/wp-content/uploads/2014/07/101_POS.pdf
- j. Monitoring Policy
http://www.resourceva.com/wp-content/uploads/2014/07/105_Local-Monitoring.pdf



k. Equal Opportunity (EO) Policy

http://www.resourceva.com/wp-content/uploads/2014/07/102_EO_signed-1.pdf

l. Grievance Policy

http://www.resourceva.com/wp-content/uploads/2014/07/103_complaints_signed.pdf

m. Plan Signatures and Adherence Statement

n. Alignment with State Policy Emphasis Areas



Statement of Compliance, Plan Signatures & Fiscal Agent Designation

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

Local Area Name / #	Capital Region/9
Local Plan Point of Contact:	Brian Davis
Address:	1001 N. Laburnum, Suite B, Henrico, VA 23223
Phone/e-mail:	804-354-3228, 804-236-0503

William Auchmoody	
Typed Name & Signature of WDB Chair	Date

See Minutes of 2/17/17 meeting. (signature to be forwarded)	
The Honorable Angela Kelly-Wiecek	
Typed Name & Signature of CLEO Consortium Chair	Date

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

Entity: County of Henrico
Contact: W. Brandon Hinton, Deputy County Manager for Human Services
Address: PO Box 90775, Henrico, VA 23273
Phone/Email: hin@henrico.us/804-501-4515