

Local Plan – 2016-2020

LOCAL WORKFORCE DEVELOPMENT AREA 6



PIEDMONT
Workforce Network

Piedmont Workforce Network

2211 HYDRAULIC ROAD, SUITE#104, CHARLOTTESVILLE, VA 22901 | (434) 979-5610

Piedmont Workforce Network is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. TDD/TYY: 711. Funded by the Department of Labor – Employment and Training Administration.

TABLE OF CONTENTS

I. Local Strategic Planning Elements..... 3

 A. Workforce Demand Analysis 3

 B. Workforce Supply Analysis 18

 C. SWOT Analysis..... 23

 D. Vision & Goals..... 27

 E. Strategy & Partnerships..... 31

 F. Additional Strategic Elements..... 33

II. Local Workforce Development System Elements 41

 A. Programs/Partners Overview..... 41

 B. Collaborative Strategies 58

 C. Business Services 64

 D. Economic Development Collaboration 75

 E. One Stop System 77

 F. Adult & Dislocated Worker Services Provided..... 90

 G. Rapid Response Coordination 95

 H. Youth Services Provided 96

 I. Supportive Service Provision 106

 J. Training Services..... 107

 K. Collaboration with the Community Colleges..... 109

L.	Collaboration with Education	111
M.	Collaboration with Adult Education and Literacy	113
N.	Priority of Service.....	115
O.	Incorporation of Technology.....	115
P.	Efficient and Effective Service Delivery.....	116
Q.	Fiscal Agent.....	118
R.	Procurement	121
S.	Performance	122
T.	Quality Assurance.....	122
U.	Public Comment Period.....	123
V.	Public Comment Section.....	125

I. LOCAL STRATEGIC PLANNING ELEMENTS

A. WORKFORCE DEMAND ANALYSIS

1. Existing and emerging in-demand industry sectors and occupations

Local Workforce Development Area 6 (LWDA6) is a diverse region incorporating both rural and urban areas, leading to a variety of workforce development needs. The structure of the Local Workforce Development Board is one of the best models in the state in terms of being aligned with economic development. The regional economic development organization, the Central Virginia Partnership for Economic Development, is co-located with PWN staff, creating a close tie for the sharing of information and data related to economic and workforce development. In 2012, the Central Virginia Partnership released the *Comprehensive Target Markets Report*, a copy of which can be found in Appendix A, which identified the six priority industries for economic development purposes. This report is still widely used in the region and continues to be a basis for discussions related to not only economic development activities, but also for workforce development. Based on the *Comprehensive Target Markets Report*, data gathered from JobsEQ and the Labor Market Exchange operated by the Virginia Employment Commission, and local employer needs, PWN has chosen four industries to prioritize for workforce development initiatives:

- Business & Financial Services
- Health Services
- Information Technology
- Manufacturing/Distribution

Target Industries¹

Industry	Current (2016q2)		Historical (2011-2016)		Forecast (10 years)			
	Current Employment	Average Wages	Employment	Percent Change	Replacement Demand	Growth Demand	Total Demand	Average Annual Percent Growth
Health Services	27,785	\$47,233	3,380	2.9%	5,762	5,670	11,432	2.5%
Business & Financial Services	12,973	\$80,213	1,382	2.2%	2,869	1,917	4,786	1.1%
Information Technology	7,307	\$75,895	211	-5.3%	1,514	984	2,498	0.1%
Manufacturing/Distribution	9,318	\$47,137	1,399	5.8%	2,060	-417	1,643	-1.0%

Health Services in PWN’s region continues to be the industry with the most number of individuals employed currently, and based on forecasting data, this industry will continue to demand future workers in both new and replacement jobs with the need to fill over 11,400 jobs. Business & Financial Services will also continue to be an industry with high employment, and the demand is forecasted to increase by 1.1% annually over the next 10 years.

Information Technology has emerged as an industry that has had significant workforce development needs over the last five years. Based on employment data, the growth potential over the next 10 years is very small (0.1% annually), but analysis of the historical data shows that the Information Technology industry has had similar growth to Health Services and Business & Financial Services. While the data shows small growth, the local employers continue to vocalize challenges in finding skilled and qualified workers to fill more technical middle-skilled positions. In the Information Technology field, many individuals who have the skills in the field tend to migrate toward larger cities or technology hubs such as New York City, Washington D.C., and Palo Alto, California. This shortfall in workers has become a primary issue for not only PWN, but also for the regional economic development firm, and talent attraction for these

¹ JobsEQ, Chmura Economics, October 2016

employers will be key in the next few years so that existing companies can remain and grow in the region.

It is also important to note that while Information Technology is a versatile industry, it's also a "skill" that individuals can obtain to secure employment across all industry sectors.

Portions of Information Technology can be found in the Health Services, Manufacturing, and Business & Financial Services industries. For example, many of the medical centers in the region are moving toward more electronic processes and procedures, especially when it comes to medical records. This move requires many more professionals who understand the technical aspects of network and software administration.

The Manufacturing industry has taken a hit in employment since the recession in 2008-2010. While it has been a slow recovery process, the industry will be at a crossroads within the next 10 years due to the age of its workforce. Many of the local manufacturing employers have stated that a majority of their workforce are nearing retirement, and based on data, 47% of the individuals currently employed in the Manufacturing sector are between the ages of 45 and 64². This retirement bubble will create a challenge in terms of replacing the institutional knowledge and will be a focus for PWN in the years to come.

In terms of occupations within these target industries, the following data was collected on the top 20 occupations within each of the industries. These occupations will be prioritized by PWN to ensure that local employers in the region's needs are met when employment opportunities arise. These occupations have also been analyzed to develop career pathways in the target industries.

² LWDA6 Community Profile, <http://www.virginialmi.com>, Virginia Employment Commission, October 2016

Target Industries: Top 20 In-Demand Occupations (10 year Projection)³

Health Services					
SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
31-1010	Nursing, Psychiatric, and Home Health Aides	2,109	489	552	1,042
29-1140	Registered Nurses	1,521	370	316	686
39-9020	Personal Care Aides	1,505	175	418	593
31-9090	Miscellaneous Healthcare Support Occupations	1,105	250	236	486
43-6010	Secretaries and Administrative Assistants	764	81	155	236
29-2060	Licensed Practical and Licensed Vocational Nurses	583	160	115	275
43-4170	Receptionists and Information Clerks	506	149	126	275
29-1060	Physicians and Surgeons	569	172	98	270
29-1120	Therapists	484	132	184	316
37-2010	Building Cleaning Workers	353	95	77	172
43-9060	Office Clerks, General	338	80	62	142
39-9010	Childcare Workers	286	112	27	139
31-2020	Physical Therapist Assistants and Aides	160	52	78	130
21-1020	Social Workers	268	70	51	121
21-1090	Miscellaneous Community and Social Service Specialists	290	59	49	108
43-3020	Billing and Posting Clerks	206	46	51	97
11-9110	Medical and Health Services Managers	187	53	42	95
35-2010	Cooks	175	51	43	93
35-3040	Food Servers, Nonrestaurant	148	40	44	84
43-1010	First-Line Supervisors of Office and Administrative Support Workers	198	33	48	81

³ JobsEQ, Chmura Economics, October 2016

Business & Financial Services

SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
13-2011	Accountants and Auditors	618	192	127	319
11-9199	Managers, All Other	293	190	59	249
13-1111	Management Analysts	494	96	119	215
15-1132	Software Developers, Applications	445	78	129	208
43-4051	Customer Service Representatives	512	136	47	183
13-2052	Personal Financial Advisors	203	76	84	160
41-3021	Insurance Sales Agents	356	120	36	156
11-9141	Property, Real Estate, & Community Association Managers	283	98	56	154
15-1121	Computer Systems Analysts	332	50	103	154
23-1011	Lawyers	514	98	44	141
	Maintenance & Repair Workers, General	330	93	45	138
11-1021	General & Operations Managers	311	87	49	136
43-9061	Office Clerks, General	429	96	30	126
15-1133	Software Developers, Systems Software	239	36	70	105
15-1151	Computer User Support Specialists	240	35	65	100
43-3071	Tellers	335	120	-27	94
41-3099	Sales Representatives, Services, All Other	205	56	38	93
13-1161	Market Research Analysts & Marketing Specialists	175	25	49	74
43-6014	Secretaries & Administrative Assistants, Except Legal, Medical & Executive	393	43	28	72
41-3031	Securities, Commodities, & Financial Services Sales Agents	212	38	30	68

Information Technology					
SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
15-1132	Software Developers, Applications	333	59	106	166
15-1121	Computer Systems Analysts	213	33	73	106
15-1133	Software Developers, Systems Software	177	27	56	83
15-1151	Computer User Support Specialists	162	24	56	80
11-3021	Computer and Information Systems Managers	95	14	35	48
15-1142	Network and Computer Systems Administrators	85	13	27	40
41-3099	Sales Representatives, Services, All Other	75	21	17	37
11-1021	General and Operations Managers	65	19	14	33
43-4051	Customer Service Representatives	56	16	12	28
15-1134	Web Developers	41	8	17	24
13-1111	Management Analysts	47	9	11	20
15-1143	Computer Network Architects	51	7	11	18
15-1152	Computer Network Support Specialists	49	7	11	18
43-9061	Office Clerks, General	42	10	7	17
13-1161	Market Research Analysts and Marketing Specialists	36	5	11	17
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	39	8	9	17
15-1122	Information Security Analysts	30	4	11	15
13-2011	Accountants and Auditors	28	9	6	15
15-1199	Computer Occupations, All Other	38	6	8	15
15-1141	Database Administrators	25	6	7	13

Manufacturing/Distribution					
SOC	Title	Current Employment	Replacement Demand	Growth Demand	Total Demand
53-7060	Laborers & Material Movers, Hand	478	131	2	133
51-7040	Woodworking Machine Setters, Operators, & Tenders	320	60	45	105
51-2090	Miscellaneous Assemblers & Fabricators	596	94	0	94
49-9040	Industrial Machinery Installation, Repair, & Maintenance	175	42	26	68
51-9190	Miscellaneous Production Workers	324	70	-2	68
53-3030	Driver/Sales Workers & Truck Drivers	230	40	23	63
51-9060	Inspectors, Testers, Sorters, Samplers, & Weighers	215	47	0	47
51-4040	Machinists	148	34	8	42
51-1010	First-Line Supervision of Production & Operating Workers	284	45	-5	40
51-9110	Packaging & Filling Machine Operators & Tenders	235	54	-14	40
51-4010	Computer Control Programmers & Operators	84	24	14	37
41-4010	Sales Representatives, Wholesale & Manufacturing	226	43	-6	37
17-2110	Industrial Engineers, Including Health & Safety	119	34	0	34
51-9010	Chemical Processing Machine Setters, Operators, & Tenders	100	39	-5	34
51-9020	Crushing, Grinding, Polishing, Mixing, & Blending Workers	101	32	-2	30
51-4120	Welding, Soldering, & Brazing Workers	105	26	2	28
53-7050	Industrial Truck & Tractor Operators	160	40	-14	26
11-1020	General & Operations Managers	165	29	-5	24
17-2140	Mechanical Engineers	84	27	-5	22
51-2020	Electrical, Electronics, & Electromechanical Assemblers	205	39	-17	22

2. Employment needs of employers in existing and emerging in-demand industry sectors and occupations

The overall employment of PWN's region has recovered well since the recession period of 2008-2010. Prior to the recession, the highest total employment number for PWN's region was in Quarter 4 (October 1 – December 31) of 2007, with 173,734 individuals in the workforce. In Quarter 4 of 2015, PWN had surpassed that number with 179,972 individuals in the workforce, a 3.5% increase. With the low unemployment rate, PWN's region is reaching full employment, which is creating hardship on local employers seeking to find qualified workers. PWN's Comprehensive and Affiliate One Stop Centers have noted that visitors to the Centers are very low skilled and have significant barriers to employment. Local employers advertising for more technical positions have stated that it is difficult to find qualified, high-caliber candidates due to the lack of available workers.

It is important to note that the region's employer needs are ever-changing, with the integration of new technology playing an important role in the change in skills required to obtain in-demand occupations. PWN uses a wide variety of resources to gauge the employment needs in the region, including but not limited to, the Virginia Workforce Connection system, JobsEQ maintained by Chmura Economics, Employer Advisory Councils facilitated by the community college system, and industry roundtables held by various groups in the region. PWN recognizes that while data systems and labor market systems are integral in producing data and research regarding trends in workforce development, speaking to the local employers directly is the best and most valuable way to gain accurate information.

While the skills and credentials for a specific occupation may change, one requirement for employees to be successful is basic workplace readiness or "soft skills". Local employers have repeatedly stressed the need for individuals to have essential, basic work skills, including

teamwork, problem solving, critical thinking, basic reading and math, and work ethic. Most of these skills are inherent, and while they cannot be taught fully in a classroom setting, PWN and the core and required partner programs are focused and committed to continuing to educate and mentor job seekers in the region on successful workplace readiness skills.

Another core challenge facing the in-demand industry sectors is the retirement gap, as it is well known that a majority of the workforce in the region will retire in the next 5-10 years. Over 49,000 jobs will need to be replaced over the next 10 years, which can only be remedied by the workforce development system collaborating together to create talent pipelines.

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

Because the PWN region is a diverse region consisting of eleven localities and two different Planning Districts, the employer needs in the region vary across the localities. One thing that remains consistent is the requirement for basic skills to obtain an in-demand occupation within a target industry sector. The need for a High School Diploma or its equivalent is required by most employers in the region within the target industries. Along with this requirement, the ability to conduct basic math functions and ninth (9th) grade level reading comprehension is imperative. Along with these, a proficient understanding of the English language is required for most entry level positions within the target industries. There are some exceptions to this rule, especially those employers in the Manufacturing industry who have taken on a Spanish-speaking population.

In Spring 2015, PWN began a Labor Sector Strategy Study, which was recommended after an audit of existing workforce development research showed that there was a lack of information regarding employers needs and the skills and/or credentials needed by job seekers to gain employment. The Labor Sector Strategy Study built off of the *Comprehensive Target*

Markets Report released by the Central Virginia Partnership for Economic Development, and focused first on the four priority industries for PWN; Business & Financial Services, Health Services, Information Technology, and Manufacturing/Distribution.

The Labor Sector Strategy Study examined the occupations listed above that were in-demand within the target industry sectors and used a combination of data collection and employer roundtable discussions to verify the skills and/or credentials that are required to obtain those occupations. To date, the research and data collection has been completed for three of the four target industries; Health Services, Information Technology, and Manufacturing/Distribution.

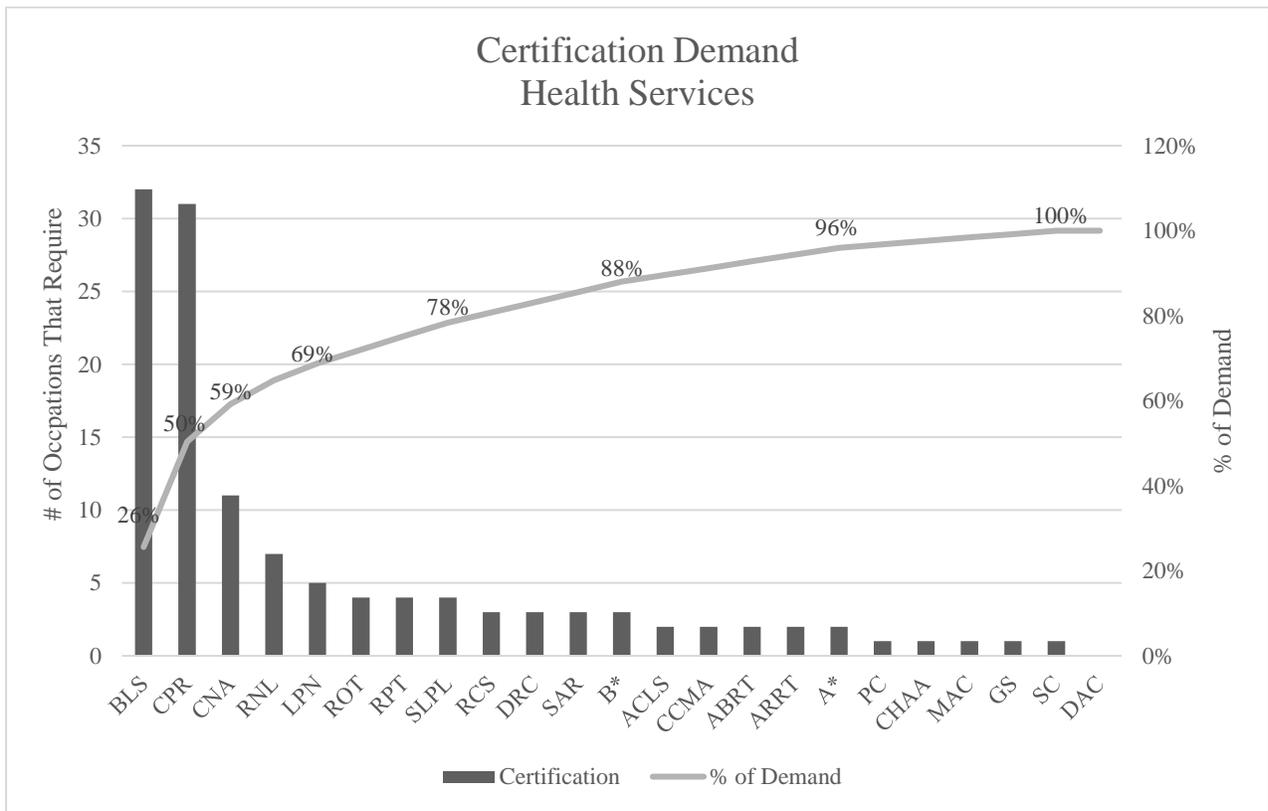
Health Services

The number one in-demand occupation for the Health Services field is the Nurse Aide or Home Health Aide position. This occupation requires the individual to be licensed through the Virginia Board of Nursing as a Certified Nursing Assistant, but local employers have also stated that further credentials and education is preferred. Nurse Aides are seen as versatile positions and, within the hospital and medical center locations, these individuals are being cross-trained in different departments. Many employers in the region have disclosed that a future requirement of all Nurse Aide hires will be possession of a Phlebotomy Technician license.

Registered Nurses are also a pain point for the medical facilities in the region. Both of the major medical facilities in the region, University of Virginia Health System and Sentara Martha Jefferson Hospital have achieved Magnet status, which requires that most of their Registered Nurses have a Bachelor's of Science in Nursing. The University of Virginia Health System is pushing for Registered Nurses to be hired at a fast pace and have resorted to offering sign-on bonuses to nurses that accept employment.

The Pareto analysis below shows the certifications that were noted as a requirement for onboarding by the local employers in the region. The number one certification that is referenced in available employment opportunities in the region is CPR/BLS. While some employers provide this training on-site, by having the credential during the application process, the individual will be more desirable than other candidates who lack the credential.

Pareto Analysis – Health Services



BLS	Basic Life Support
CPR	Cardiopulmonary Resuscitation
CNA	Certified Nursing Assistant
RNL	Registered Nurse License
LPN	Licensed Practical Nurse
ROT	Registered Occupational Therapist
RPT	Registered Physical Therapist
SLPL	Speech Language Pathology License
RCS	Registered Cardiac Sonographer
DRC	Diagnostic Radiology Cert
SAR	Senior Activities Recreation Cert

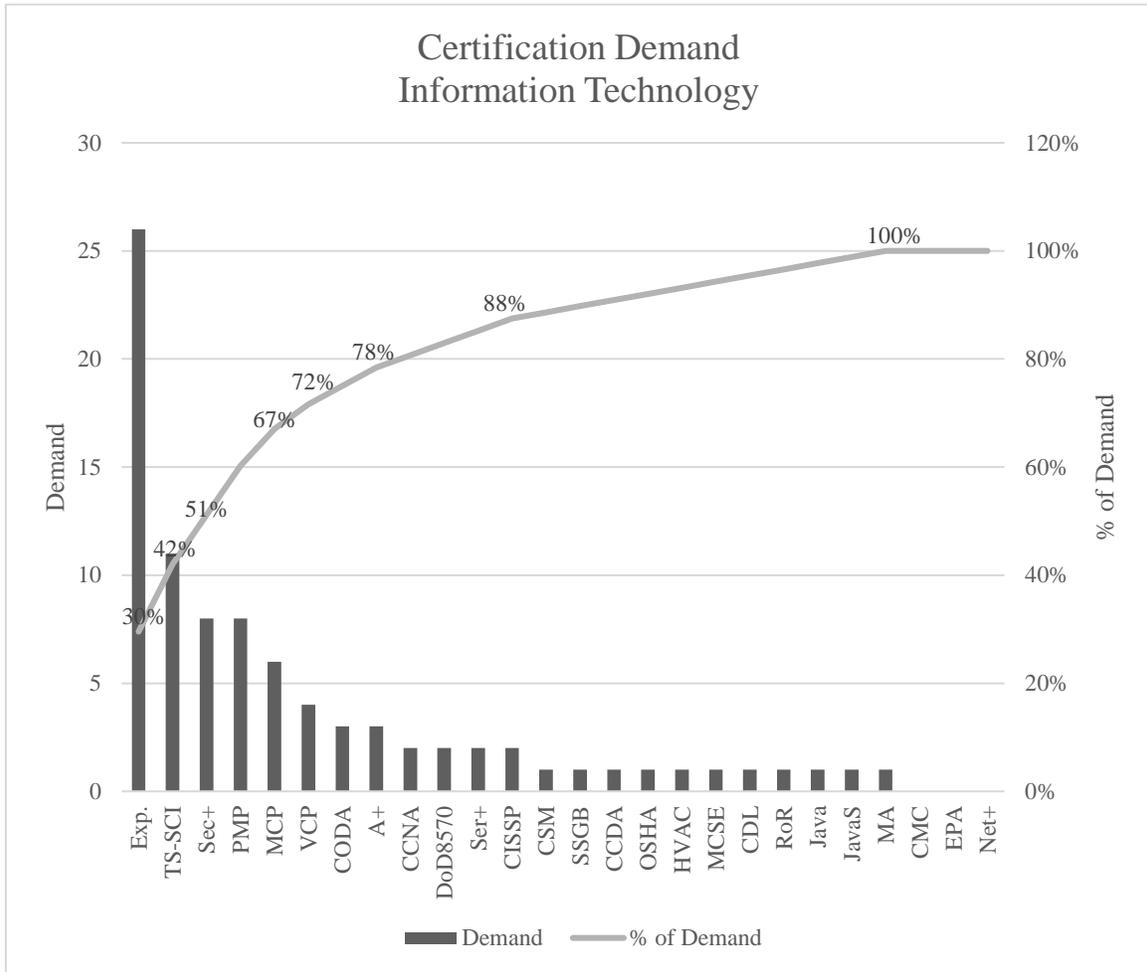
B*	Bachelor’s Degree
ACLS	Advanced Cardiac Life Support
CCMA	Certified Medical Assistance
ABRT	American Board Registered EEG Technologists
A*	Associates Degree
PC	Phlebotomist Cert
CHAA	Certified Healthcare Access Associate
MAC	Medication Aide Cert
GS	Geriatric Specialist
SC	Specialty Cert
DAC	Dental Assistant Certification

Information Technology

Two different areas within the Information Technology industry exist in PWN's region. The first is the area of Cybersecurity or Defense Contracting. Shortly prior to the recession, the federal government located personnel to the National Ground Intelligence Center (NGIC) and the Defense Intelligence Agency (DIA) in northern Albemarle County. With this relocation, a number of federal defense contractors also relocated to the region, bringing an influx of cybersecurity and software development jobs that require a security clearance. There is also a presence of these defense contracting firms within Fauquier County, due to the proximity of the county to Northern Virginia and Washington D.C. Many of these contracting firms and organizations require not only TS-SCI Security Clearance levels, but they also prefer an array of certifications through CompTIA, such as A+, Network+, and Security+ Certifications. Other Information Technology companies, such as private software development firms and general networking departments within larger corporations, do not require credentials and certifications for their new hires. Initiative, creativity, and willingness to learn additional skills are more of a priority to these firms, which value portfolios or technical skills more than actual certifications.

Customer Service Representatives and Help Desk Technicians will be important occupations for PWN to focus on in the future, as these positions do not require any technical certifications or credentials besides a high school diploma, but do tend to have high turnover resulting in frequent employment opportunities. The Pareto analysis below shows the data and information collected on the Information Technology industry regarding skills and credentials in-demand occupations.

Pareto Analysis - Information Technology



Exp.	IT Experience
TS-SCI	Security Clearance
Sec+	CompTIA Security+
MCP	Microsoft Certified Professional
PMP	Project Management Professional
VCP	VMWare Certified Professional
CODA	Certified Oracle Database Admin
A+	CompTIA A+
CCNA	Cisco Certified Network Associate
DoD8570	Security Clearance
Ser+	CompTIA Server+
CISSP	Certified Information Systems Security Professional
CSM	Certified Scrum Master

SSGB	Six Sigma Green Belt
CCDA	Cisco Certified Design Associate
OSHA	Occupational Safety and Hazard Administration
HVAC	Heating, Venting, A/C
MCSE	Microsoft Certified Solutions Expert
CDL	Commercial Driver's License
RoR	Ruby on Rails
Java	Java
JavaS	Java Script
MA	Mobile Applications (iOS, Android)
CMC	Certified Management Consultant
Net+	CompTIA Network+

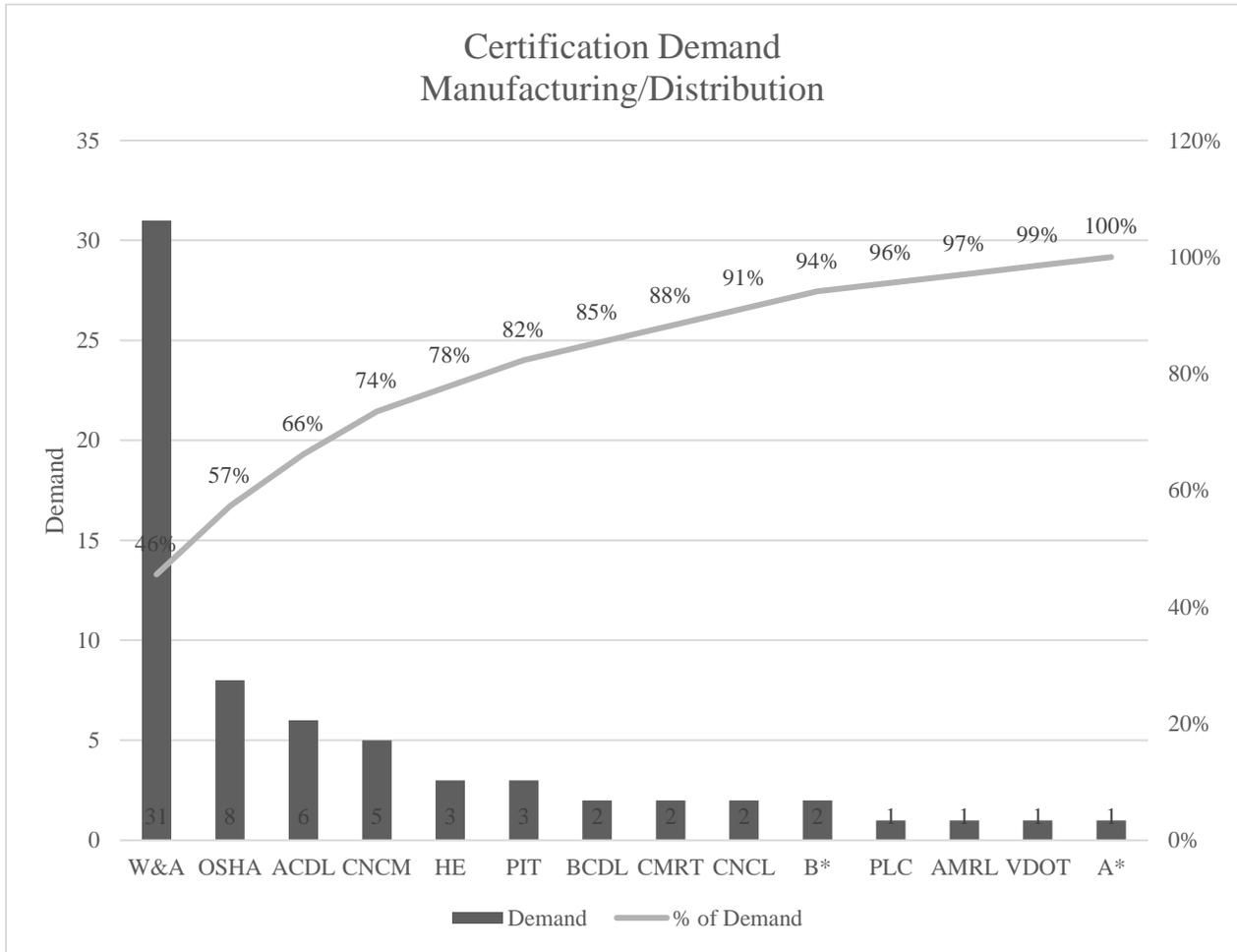
Manufacturing/Distribution

Within the Manufacturing and Distribution industry, the credentials and skills that are needed vary among employers in the region. The functions that are conducted and the products that are produced in the region differ from each other and span from large distribution centers such as the Wal-Mart Distribution Center in Louisa County to Continental Corporation in Culpeper County; which manufactures anti-lock brake valve boxes that are used in one-third of all the automobiles in the world. While the products manufactured or distributed vary, one of the key workforce challenges local employers face when hiring new employees is a lack of basic math and reading skills. Employers have stated that it is difficult for them to find employees who have the ability to read a ruler or conduct basic mathematical functions that are key to production line success. With multiple employers utilizing CNC Machines on their manufacturing floors, the demand for employees that also have the ability to operate computerized machines is increasing. Many of the employers state that CNC Machinists are very difficult to find in the region.

A Commercial Driver's License is another credential that has recently become in-demand, in all aspects of manufacturing and distribution. In October 2014, when PWN conducted a demand planning exercise for the Commonwealth of Virginia, a Commercial Driver's License was the number two credential in-demand throughout the region. This is an area that PWN will continue to focus on, as the credential is attainable in a short amount of time and is amenable to individuals from all backgrounds.

The Pareto analysis below shows the data and information collected on the Manufacturing/Distribution industry regarding skills and credentials in-demand occupations.

Pareto Analysis – Manufacturing/Distribution



W&A	Willing & Able
OSHA	Occupational Safety and Health Administration
ACDL	Class A Commercial Driver's License
CNCM	CNC Machinist Certification
HE	Hazmat Endorsement
PIT	Powered Industrial Truck
BCDL	Class B Commercial Driver's License

CMRT	Certified Maintenance and Reliability Technician
CNCL	CNC Lathe Training
B*	Bachelor's Degree
PLC	Programmable Logic Controllers Certification
AMRL	AASHTO Materials Reference Laboratory Accredited
VDOT	Virginia Dept of Transportation Training
A*	Associates Degree

Business & Financial Services

While a thorough analysis of the Business & Financial Services industry has not yet been completed, PWN has done initial research regarding this industry and the trends impacting the industry. Digital literacy has been and will continue to be a requirement for this industry, and some occupations may require advanced computer skills for an individual to be successful. This may or may not include a certification as a Microsoft Office Specialist. Accountants & Auditors, as the number one occupation in-demand in the industry, require knowledge, skills, and abilities with bookkeeping functions and may include proficiency in QuickBooks. Customer service skills have also been identified as a requirement in occupations within the Business & Financial Services industry. Further information regarding this industry, including a finite list of credentials and skills needed by local employers will be determined in FY2017 during the completion of the industry booklet for Business & Financial Services as part of the Labor Sector Strategy Study.

B. WORKFORCE SUPPLY ANALYSIS

1. Current labor force employment and unemployment data

When referencing unemployment rates throughout Virginia, PWN's region has been known to have some of the lowest rates in the Commonwealth. Even during the recession in 2008-2010, while the region's unemployment rate increased to its highest point of 7.5%⁴, it has consistently remained below the Virginia and national rates. As of November 2016, PWN's region held at an unemployment rate of 3.4%, the third lowest of the Local Workforce Development Areas in the Commonwealth.⁵

⁴ *Labor Force, Employment, & Unemployment Report*, <http://www.virginialmi.com>, Virginia Employment Commission, January 2017

⁵ *Labor Force, Employment, & Unemployment Report*, <http://www.virginialmi.com>, Virginia Employment Commission, January 2017

While the unemployment rate tells one story, there is a second story that accompanies it when analyzing the employment data for the region. The labor participation rate for the region remains at 62.4% which is on par with Virginia (64.8%) and the nation (63.5%).⁶ During the recession, individuals who were laid off from high-wage, high-skill jobs were unable to find similar or comparable work in the region. Therefore, those individuals were found to take lower, entry-level positions or they simply gave up looking any further. These individuals who gave up looking exhausted their unemployment benefits and were no longer counted in statistics regarding unemployment. Now that the economy is moving toward full employment with a low unemployment rate, there are a number of those individuals who have never moved on from those entry-level positions that they thought would be temporary. This has left a huge number of families that are underemployed and unable to achieve self-sufficiency. It also has caused lower skilled job seekers or individuals with barriers to employment to not be able to obtain entry-level positions for which they are qualified.

2. Information on labor market trends

There are a number of economic and labor market trends in the PWN region that are affecting the workforce development system. The first, which has been mentioned regarding the Manufacturing industry, is the aging workforce. The workforce for a majority of employers is within retirement age in the next 5-10 years, or have already reached the retirement age window and continue to work. Many employees that are at the age of retirement have continued to work in order to support their families and recover the financial assets they may have lost during the recession period. The younger workforce will have a burden to take over the positions that are being vacated by these retiring employees, which tend to be more advanced supervisory

⁶ *JobsEQ, Chmura Economics, October 2016*

positions. Employers have already disclosed that succession planning regarding next steps and educational training has begun to occur and the workforce development system will need to remain agile to assist them.

Another trend that affects the workforce needs of the local employers in the region are the commuting patterns. Due to the proximity to Northern Virginia, PWN's region sees more individuals commuting out of the region for work (70,714) than into the region (48,713).⁷ With the lower cost of living in the region compared to the Northern Virginia and Washington D.C. metro areas, many individuals choose to reside in the PWN region and travel for a higher wage.

The retail industry has recently become more prominent in the region, bringing in major retailers such as Wegmans, Costco, and Field & Stream to Albemarle County. While the number of jobs that these retailers brought to the area was large, the pay that these establishments offer to their employees does not allow for families to be self-sufficient. These types of jobs do not provide as much of a contribution to Virginia's Gross State Product (GSP) as do jobs in the health services, manufacturing, information technology, or business and financial services fields. Retail trade occupations contribute an average of \$61,637 to the GSP. In comparison, health services, manufacturing, information technology, and business and financial services contribute a combined average of \$270,244 to the GSP⁸. There are also pay differentials that occur between the retailers for similar jobs, so the turnover and competition between the companies continues to be a challenge. Due to the economy moving toward full employment, there are also individuals with higher education and skills obtaining these entry-level positions to the disadvantage of lower skilled individuals.

⁷ LWDA6 Community Profile, <http://www.virginialmi.com>, Virginia Employment Commission, October 2016

⁸ GO Virginia Coalition Presentation, Stephen Fuller, June 29, 2016

Besides the turnover in the retail establishments, turnover has become an issue in a large number of employers in the region due to the lack of support outside of the workplace for their employees. Barriers to retention include a lack of reliable transportation, lack of reliable or affordable childcare opportunities, or family/medical challenges that prevent employees from coming to work. Transportation continues to be a topic of agencies outside the workforce development system, including the Planning District Commissions. The challenge of finding reliable, affordable transportation from the rural areas to the urban areas in the region has been on the table many times over the years, but a lack of funding and commitment from entities to support it has always caused it to be put on the back burner. For the employers using shift work, not only does it affect transportation, but it also affects the number of childcare providers in the region that are able to meet the needs of employees working odd hours. This is especially true in the healthcare field, as many nurses and workers in medical centers work 12 hour shifts.

3. Educational and skill levels of the workforce, including individuals with barriers to employment

Educational Attainment & Demographics⁹

Education Level	PWN	Virginia	USA
No High School Diploma	10.5%	9.9%	12.0%
High School Graduate	27.3%	23.9%	26.5%
Some College, No Degree	19.1%	20.6%	21.9%
Associate’s Degree	6.9%	7.7%	8.7%
Bachelor’s Degree	20.7%	22.3%	19.7%
Postgraduate Degree	15.6%	15.5%	11.2%

The University of Virginia’s main campus residing in Charlottesville can sometimes misrepresent the demographics of PWN’s region. While the University produces many graduates each year in undergraduate and graduate studies, a vast majority of those students choose to

⁹ Jobs EQ, Chmura Economics, October 2016

leave the region for larger markets. In actuality, the education levels of the workforce in the region tend to be lower than even the Commonwealth’s levels. 10.5% individuals in the region do not have a high school diploma or its equivalent, which severely limits their options in terms of employment.¹⁰ The One Stop Centers in the region have seen an increase in the number of visitors that are classified in this demographic. In terms of individuals who have been to college or have an Associate’s Degree or Bachelor’s Degree, these numbers fall below the Commonwealth’s levels. It is encouraging to note that the number of individuals with a Postgraduate Degree is higher than both the Virginia and national levels, but challenges in finding employment exist in this population, too. Some individuals with Ph.Ds. educations tend to be considered overqualified for positions with local employers.

Demographic Information¹¹

Populations with Barriers to Employment¹²			
		Percent	
	PWN	Virginia	USA
Population Annual Average Growth	1.2%	1.0%	0.8%
Older Individuals within Working Age (45-64 Years)	14.1%	13.6%	13.2%
Veterans, Age 18-64	6.7%	9.1%	5.8%
Poverty Level (of all people)	11.4%	11.5%	15.6%
Disabled, Age 18-64	9.2%	9.1%	10.2%
Labor Force Participation Rate and Size of Disabled Population, Age 18-64	43.2%	42.6%	41.2%
Speak English Less Than Very Well (population 5 yrs and over)	3.1%	5.6%	8.6%
Homeless ^{13, 14}	0.1%	0.1%	0.2%
SNAP Recipients ¹⁵	13.2%	10.9%	14.6%
Disconnected Youth	1.5%	2.2%	3.3%
Children in Single Parent Families (% of all children)	27.7%	31.3%	34.7%
Children in Foster Care	0.10%	0.05%	0.13%

¹⁰ *Jobs EQ, Chmura Economics, October 2016*

¹¹ *JobsEQ, Chmura Economics, October 2016; unless otherwise noted*

¹³ *Champion, Allison, “Local homelessness on the rise,” Culpeper Star Exponent, March 13, 2015*

¹⁴ *Hudexhance.com, accessed in January 2017*

¹⁵ *Virginia Department of Social Services, Local Department of Social Services Profile Report, SFY 2016*

Migrant and Seasonal Farmworkers (non-H2A) ¹⁶	0.14%	n/a	n/a
Migrant and Seasonal Farmworkers (H2A) ¹⁵	0.07%	n/a	n/a
Migrant and Seasonal Farmworkers (Total) ¹⁵	0.20%	0.17%	n/a
TANF Recipients ¹⁴	0.8%	2.7%	4.4%
Youth Unemployment	16.3%	17.7%	19.6%
Ex-Offenders ¹⁶	0.19%	0.14%	n/a
Teen Pregnancy Rate (Age 10-19 per 1,000 population) ¹⁴	7.6%	9.4%	n/a
Enrolled in Grade 12 (% of total population)	1.3%	1.3%	1.4%
Children in Single Parent Families (% of all children)	27.7%	31.3%	34.7%
Foreign Born	6.9%	11.6%	13.1%

C. SWOT ANALYSIS

1. Education and training in the region

PWN’s region is fortunate to span across three community college regions, Germanna Community College, Lord Fairfax Community College, and Piedmont Virginia Community College. There are also a variety of vocational, technical, and for-profit training institutions that provide qualified training to the region’s job seekers.

In terms of strengths of the education and training available in the region, the number of programs available in the region provides a plethora of choices for students. These programs have also been structured to lead to industry recognized credentials and/or skills that lead to jobs. The development of new programs is always analyzed to ensure that local employers’ needs are being met. This business driven concept is a benefit to not only the students in the region, but also the workforce development system as a whole. The connection and collaboration between providers and the workforce development system, including the One Stop Centers, creates a synchronized process for employers to meet their needs.

¹⁶ Virginia Employment Commission

¹⁶ Virginia Department of Corrections, Judicial Mapping Project, FY2014 Report

One of the challenges facing the education and training providers in the region continues to be lack of seats to match the demand for classes. For example, students that are interested in the medical field, particularly nurses, must complete clinical hours and hands-on training in order to be successful with the examinations proctored by the Virginia Board of Nursing. These clinics can only accommodate a small number of students at a time, which limits the size of classes during each semester. There is also a challenge with finding off-site organizations or employers to host clinical classes. Another challenge is the high cost of classes for students. While the Workforce Credentials Grant has recently been put into place, offering financial assistance for students interested in non-credit classes, this has caused many of the community colleges to raise prices to accommodate the risk of this grant. For students not willing to sign the promissory note or unable to qualify, this presents an obstacle for them.

An opportunity for the training and education providers and the workforce development system together is to better tell the story of how the connection and collaboration between the two facilitates successful job placement and skills gains for our region's constituents. By providing more examples of relevant success stories to the region's employers and job seekers, it will increase the number of individuals that are interested in furthering their education to meet the needs of our local employers.

2. Strengths and weaknesses of workforce development activities

In October 2016, Mary Ann Lawrence, CEO/Owner of PowerNotes, LLC, facilitated a strategic planning session with the PWN Board, Local Elected Officials, and other workforce development partners in the system. During this strategic planning session, the group discussed and developed an analysis of the region's strengths, weaknesses, opportunities, and threats within the current workforce development system. The following SWOT Analysis was developed following the discussion.

SWOT Analysis

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Dedicated, passionate staff to the Board • Co-located and integrated comprehensive One Stop Center • Extensive on-the-ground knowledge • Diverse menu of services • Engagement of many internal and external partners in the system • Job fair participation • Board committee engagement • Coordination with local government • Performance for WIOA programs 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Lack of a unified identity among partners • Understaffed • Web presence/website • Lack of ESL services • Lack of a clear understanding of partner services by all front-line staff • Coordination with employers • No/minimal job fair performance outcomes • High number of Board members are new • Lack of metrics relating to mission • New Board member orientation • WIOA Provider results
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Better tell PWN success stories • Engage in methods that involve business to business story telling • Social media presence • Legislative input from CLEO members • Better data on employers needs and expectations and jobseekers with skills to fill those needs • Increased engagement with Chambers of Commerce • New partnerships for funding or resources in order to stretch federal WIOA dollars • Better metrics for customer satisfaction among job seekers, employers, and partners • Regional collaboration 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Increased number of job seekers with significant barriers to employment • Funding cuts across the board within PWN and internal and external partners • New legislation • Economic changes • Lack of skilled workers • Bureaucratic nature of system • Lack of Board time to understand services • Size and diversity of local area • Many qualified job seekers use other mechanisms to find a job • Lease is up on the Charlottesville One Stop

3. Capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers

PWN is the “go-to” place in the region linking local and regional economic development and workforce efforts. With this close connection, PWN is able to anticipate industry needs and be involved in key decisions and initiatives that affect the region’s workforce development activities. As the regional convener for workforce development, PWN has strong partnerships between the core and required workforce development partners, including the Virginia

Employment Commission (VEC), the Department for Aging and Rehabilitative Services (DARS), Adult Education and Literacy, and the community colleges, which allows information to be disseminated quickly and education and training programs to be tailored to local employer needs.

The public/private partnership that is the basis of the workforce development board, which includes private sector representatives from all target industries (Healthcare, Manufacturing/Distribution, Information Technology, and Business & Financial Services), allows for extensive knowledge at the table to discuss and develop initiatives to address the education and skill needs of the workforce. Many sources of funding exist to help this partnership accomplish their goal, including, but not limited to:

Workforce Innovation and Opportunity Act (WIOA) Funds	
Adult Program	396,939.91
Dislocated Worker Programs	349,000.41
Youth Programs	478,514.51
Incumbent Worker Training*	40,000.00
Locality Funding	45,126.63
Virginia Incumbent Worker Innovation Program	180,000.00
Workforce Innovation Fund Grant	187,413.35
Workforce Credentials Grant	Partner grant
SNAP Employment & Training Grant	Partner grant
Additional discretionary grants operated by the workforce development partners within the system	Partner grant

* Included in Dislocated Worker Programs

All of these grants and funding sources allow the workforce development system within PWN’s region to be flexible and innovative when providing services to the area’s job seekers, including individuals with barriers to employment, and employers.

With the PWN having one of the first comprehensive One Stop Centers in the Commonwealth, the Virginia Workforce Center – Charlottesville, a fully integrated, co-located

Center, the region has been a model for how other One Stop Centers in Virginia should operate. During the first One Stop Certification process conducted by the Virginia Community College System, the Virginia Workforce Center – Charlottesville was one of only three comprehensive One Stop Centers that achieved full certification initially in the Commonwealth. The Virginia Workforce Center – Charlottesville, serving as the main hub in the region for referrals from the Affiliate One Stops, continues to see large volumes of visitors each year, and in PY2015 saw a total of 16,831 visitors, with many of those visitors having significant barriers to employment (criminal background, low income, lack of supportive services such as transportation or childcare, and/or low basic skills). PWN has also been extremely successful in the past with operating the WIOA programs in the region. In PY2015, PWN exceeded all but one Federal Common Measure, which was at a met level for the WIOA Adult, Dislocated Worker, and Youth Programs.

D. VISION & GOALS

Mission

To be a proactive partner with employers and economic development leaders by providing a qualified workforce that meets current and future job demand.

Vision

A proactive, nimble organization that responds to the needs of employers.

1. Goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment)

PWN, along with the core and required partners in the region have agreed that under the new WIOA legislation, all of the service delivery strategies and processes need to be developed around the idea that the employer is the primary customer for the system. While services to the job seekers are important and key to the development of a talent pipeline, these job seekers are

merely the “product” for the employers. PWN is fortunate to have staff involved with the Talent Pipeline Management Academy, a pilot project put together by the U.S. Chamber of Commerce, which utilizes supply chain management practices when developing talent pipelines for employers. This methodology is available to the region to use and will be a tremendous resource for PWN to accomplish the mission and vision of the region.

PWN worked with Mary Ann Lawrence, CEO/Owner of PowerNotes LLC, to develop a strategic plan that would coincide with the timeline of the Local Plan (2016-2020). This strategic plan devising strategies to meet the goals of the Combined Virginia State Plan, the new WIOA legislation, and the needs of our local economy. Through the development process, the workforce development system has set forth four priority goals for the next four years, two of which directly relate to developing an educated and skilled workforce (including youth and individuals with barriers to employment). Key objectives to these priority goals will be established by the committees to the Workforce Development Board in PY2016.

- *Priority Goal 1:* Identify workforce development needs, including skills gaps, in businesses within the targeted industries and develop talent pipeline strategies to meet those needs.
- *Priority Goal 2:* Support dynamic partner alignment and integration to better serve business customers and job seeker clients.
- *Priority Goal 3:* Improve and expand web presence and awareness campaign.
- *Priority Goal 4:* Document evidence based return of investment through a performance management dashboard.

The main focal point of the mission of PWN deals with creating a qualified workforce that meets current and future job demand. A large part of creating this qualified workforce

involves making sure that our workforce has the skills and/or credentials necessary to meet our employers’ needs. This will require the workforce development system to not only seek the counsel of local employers on their employment needs, but also to rely on economic development leaders in the communities to communicate needs as they arise. As the regional convener for workforce development activities, the public/private partnership that makes up the members of the Local Workforce Development Board provide a direct insight into the needs of local employers. Also, due to the regional economic development organization, the Central Virginia Partnership for Economic Development, being co-located with PWN, the workforce development system has a direct line to the economic development partners.

Under the Workforce Investment Act (WIA), the achievement of credentials by participants in the Adult and Dislocated Worker programs was a performance measure put into place by the Commonwealth of Virginia. The definition of a “credential” was flexible, and tended to include certificates of completion from non-credit community college courses. Under the Workforce Innovation and Opportunity Act (WIOA), the measure falls under the Department of Labor performance requirements, and the definition of credential has been changed to focus more on industry-recognized credentials. These include credentials that are recognized by a third-party institution, such as the Board of Nursing, manufacturing associations, and welding associations. The credential attainment measure also becomes a performance measure for the Youth program under WIOA, which previously did not exist under WIA. Below is a chart which details the performance goals of PWN for credential attainment in PY2016 and PY2017 versus under WIA in PY2015.

PWN Credential Attainment Performance

<i>Program</i>	<i>PY2015</i>			<i>PY2016/2017</i>
	<i>Target</i>	<i>80% Level</i>	<i>Actual*</i>	<i>Target</i>
<i>Adult Credential Rate</i>	<i>56.0%</i>	<i>44.8%</i>	<i>75.0%</i>	<i>61.0%</i>

<i>Dislocated Worker Credential Rate</i>	<i>57.0%</i>	<i>45.6%</i>	<i>89.2%</i>	<i>74.1%</i>
<i>Youth Credential Rate</i>	<i>52.0%</i>	<i>41.6%</i>	<i>88.6%</i>	<i>77.6%</i>

**All actuals in PY2015 exceeded the target measure.*

Another performance measure that was added under the federal standards is Measurable Skills Gain. While this measure has not been defined completely, the measure will be related to skills gained for the participants under the WIOA program. The first two years of the legislation (PY2016 and PY2017) will be baseline years for the metric, and performance will be set following the initial two years.

2. Goals relating to the performance accountability measures based on performance indicators described in §677.155(a)(1)

Under the Strategic Plan being developed for the region, PWN has prioritized the methodology of documenting evidence-based return on investment data through a performance management dashboard. The Board and Council (CLEOs) have always received a performance dashboard from the Virginia Community College System (VCCS), detailing the performance of the WIOA Adult, Dislocated Worker, and Youth Programs. The Board and Council (CLEOs) have agreed that in order to review the workforce development system as a whole, the performance dashboard must show measurements and outcomes beyond just the WIOA programs. PWN commits to developing a performance based dashboard with additional measures other than the Federal Common Measures for review on a quarterly basis. This performance dashboard will inform the representatives on the PWN Board and help to drive strategic conversations regarding workforce development initiatives.

As stated above, the federal performance measures, or Common Measures, have changed under the new WIOA legislation. These new performance measures streamline the workforce development system, and bring Title I, Title II, Title III, and Title IV programs under the same

performance to strengthen and align services. Below are the Common Measures that have been negotiated with the Commonwealth of Virginia for PWN’s region during PY2016 and PY2017.

PWN Performance Measures – PY2016 & PY2017

Adult	PWN	Virginia
Employment 2 nd Quarter After Exit	73.8%	77.0%
Employment 4 th Quarter After Exit	78.3%	85.0%
Median Earnings 2 nd Quarter After Exit	\$3,286	\$5,500
Credential Attainment	61.0%	61.0%
Measurable Skills Gain	<i>Baseline</i>	<i>Baseline</i>
Dislocated Worker	PWN	Virginia
Employment 2 nd Quarter After Exit	77.8%	83.0%
Employment 4 th Quarter After Exit	83.0%	85.0%
Median Earnings 2 nd Quarter After Exit	\$6,027	\$7,600
Credential Attainment	74.1%	64.0%
Measurable Skills Gain	<i>Baseline</i>	<i>Baseline</i>
Youth	PWN	Virginia
Employment 2 nd Quarter After Exit	72.4%	63.0%
Employment 4 th Quarter After Exit	61.5%	60.0%
Median Earnings 2 nd Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>
Credential Attainment	77.6%	68.0%
Measurable Skills Gain	<i>Baseline</i>	<i>Baseline</i>

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.

The focus of the strategy for the workforce development system will be to meet the needs of local employers. While the strategy to focus on industry sectors will continue to be at the forefront, PWN also recognizes that within each industry, needs vary from employer to employer, so it is crucial to validate data and information gathered from outside sources with our local businesses. In order to meet the needs of the local employers, PWN has put into place systems and processes to ensure that funding received from the Department of Labor for the WIOA programs will be used solely to support the career pathways toward in-demand occupations in the target industries.

While WIOA funding will be leveraged to support in-demand occupations and industries, it is also important to leverage the other funding that is brought in by internal and external partners in the workforce development system. This includes the Title II – Adult Education and Literacy, Title III – Wagner-Peyser, and Title IV – Vocational Rehabilitation partners in the One Stop system. With the release of the final rules of the WIOA legislation and the development of policies by the Virginia Board of Workforce Development, PWN will be facilitating partner meetings and development sessions to determine where duplicative resources exist and how those can be eliminated, including financial resources.

It is important to analyze the customer flow and structure of the triage system in the One Stop Centers, including not only the comprehensive center but also the affiliate sites. With the elimination of the requirement that an individual must receive core and intensive services prior to being provided training services, a customer now has access to training immediately. PWN will be facilitating discussions relating to the intake and assessment process in the One Stop Centers, including how referrals are facilitated and co-enrollment is encouraged. Co-enrollment is a best practice for how to reduce duplication of services and will ensure that multiple funding streams are utilized to achieve a common goal.

In order to further align resources and integrate services to carry out the vision and goals as stated above, the partners in the workforce development system agree to:

- Understand the goals and performance metrics of each other's organization to unify under a common identity.
- Align planning and budgeting processes in order to prioritize important workforce development initiatives and reduce duplication of services.

- Conduct joint planning exercise, starting with front-line staff and processes and working up toward management.
- Coordinate resources and promote information sharing to improve performance and increase services to customers.
- Promote excellent customer service practices and focus on continuous improvement for service delivery.
- Utilize teams, similar to Integrated Resource Teams that work for the region's partner organizations.

F. ADDITIONAL STRATEGIC ELEMENTS

1. A regional vision for workforce development

PWN is responsible for being the regional convener for workforce development activities in the region. This responsibility entails coordinating business, economic development, labor, regional planning commissions, education (all levels), and human service organizations to focus on community workforce issues and the development of solutions to current and prospective business needs for a skilled labor force at the regional level. The PWN Board consists of representatives from many workforce development entities and businesses throughout the region. Leveraging expertise of workforce demands from leaders throughout the region makes for strong a regional vision for workforce development.

Our fiscal and administrative agent, the Central Virginia Partnership for Economic Development, is currently the lead organization for the GO Virginia initiative in our region. This initiative requires the development of an Economic Growth and Diversification Plan which includes robust workforce analysis. PWN will use this information to develop and implement strategies to tackle challenges at the regional level.

Processes and functions in the business world are sometimes operating at an extremely fast pace. In order for the workforce development system to be successful, it must be nimble, proactive, and flexible. In order to achieve this vision, significant collaboration and an effective communication mechanism must be in place to streamline services and processes. The region has also established that the employer is the primary customer for the workforce development system, and the job seekers, while also customers, are the supply to be trained and prepared for the region's employers.

2. Protocols for planning workforce strategies that anticipate industry needs

PWN subscribes to several databases that provide real-time intelligence on current workforce demand and forecasts of future demand. These databases are used daily to keep in touch with industry and workforce availability trends.

Economic development partners in Area 6 are the one of the first resources that are used to anticipate industry trends or immediate needs. As many of the localities and regional economic development organization conduct business retention and outreach activities, PWN and the workforce development system will utilize their activities as a way to gather information regarding workforce development needs. By having fully functioning and efficient Business Services Teams in the region, these teams will be the main point for the workforce development system to communicate industry and employer needs with all partners.

The Labor Sector Strategy Study that has already been undertaken by PWN will also serve as a resource to the workforce development system, as the information gathered during the study details the industry and occupation trends in the region, as well as the skills and/or credentials that are necessary to meet the needs of business. An annual update or review of the information collected will be critical to remaining up-to-date and having real-time information

available to the workforce development system. All partners in the system, whether internal or external, have committed to use the data and information gathered to plan programs, curricula, and initiatives for future activities.

There are also several existing groups within the region that hear from employers on a regular basis regarding their workforce needs. One prime example of such a group are the Employer Advisory Councils that are required at the community colleges. These groups incorporate economic development, employers, and providers in small groups to discuss workforce challenges, needs, and initiatives that are ongoing. The structure varies between the three community colleges in the region, but all are successful in gathering information that is vital to the success of the workforce development system in the region.

PWN will also use the information that will be included in the GO Virginia Growth and Diversification Plan to understand skills gaps in the region. PWN has access to several databases that provide real-time intelligence on current workforce demand and forecasts of future demand. All of this information provides a platform for data-driven decision making and strategizing.

3. The needs of incumbent and underemployed workers in the region

Incumbent Worker Training is one of the services provided by the workforce development system that is of great need and interest to the local employer community. The potential for WIOA funding to be used for the training of existing workers creates opportunities for the workforce development system to assist lower skilled individuals or job seekers that have barriers to employment. By training their existing workforce and providing additional skills, the employees in entry-level positions can progress along the career pathway into more middle and high skilled occupations. This, in turn, leads to job openings in entry-level positions that are easily accessible for the populations are unemployed or underemployed.

WIOA funding from the Adult and Dislocated Workers program can be used to provide Incumbent Worker Training, but only for a limited amount. In order to provide ample services to the employers in the region, PWN successfully secured a \$200,000 award from the Virginia Incumbent Worker Innovation Program released by the Governor for July 1, 2016 through December 31, 2017. This funding is also being leveraged with the Workforce Credentials Grant and FANTIC funding through the local community colleges to provide the most resources to the employer as possible.

In order to establish the needs of incumbent workers in the region, it will be critical to rely on existing groups and outreach efforts to communicate employers' needs for their existing workforce to the system of partners. The Business Services Team, economic development partners, and Employer Advisory Councils will communicate any incumbent worker needs to the PWN staff so that analysis and plans can be made to provide funding and training to local employers' existing workers.

In order to provide services and understand the needs of underemployed workers, PWN will need to take a more proactive approach in seeking out innovative forms of marketing. This will include using existing social media and technological outlets that are accessed regularly by the region's job seekers, such as Facebook and Twitter. It also may result in holding more after-hours job fairs so that individuals, who are underemployed and looking for an employment opportunity that allows them to be self-sufficient, can attend.

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

For on-the-job training opportunities, it will be critical to form public-private partnerships between local employers and PWN. The success of these programs with the region's job seekers is dependent on the employer recognizing their important role in the development and execution

of on-the-job training and apprenticeship opportunities. PWN will explore best practices and strategies with leveraging increased WIOA funding toward on-the-job training and apprenticeship opportunities. One best practice that already exists in the region is Germanna Community College and its registered apprenticeship programs. PWN and the other partners in the workforce development system will explore Germanna's strategies with the apprenticeship programs and work toward expanding their model throughout the region. The Business Services team is responsible for identifying employers and cultivating a relationship with private sector partners who are capable and may benefit from such work-based training.

5. The setting of standards and metrics for operational delivery

Virginia's Combined State Plan outlined primary goals to align the Commonwealth's workforce development system. The federal common measures from the WIOA legislation provide some insight into the success of the programs, but on a local level, the PWN Board and Chief Local Elected Officials have requested that additional measures be established to show success of the system. These measures will align with the goals of the Combined State Plan for the Commonwealth as well as the strategic goals of the PWN Board and Chief Local Elected Officials.

GOAL: Increase business engagement and deliver value to the customers

Performance Metrics:

- Number of new employers receiving services through the workforce development system
- Number of employers receiving more than one service through the workforce development system
- Number of employers attending job fair activities throughout the region

- Number of placements as a result of job fair activities
- Number of job seeker referrals to employers for employment opportunities
- Number of placements as a result of above referrals

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

Performance Metrics:

- Credentials obtained by participants in core partner programs
- Number of individuals increasing basic reading and math skill level by one national level or more

GOAL: Fill in-demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen PWN's region

Performance Metrics:

- Number of individuals placed in employment
- Number of individuals retaining employment for at least one year after placement
- Number of job placements within target industries

GOAL: Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression

Performance Metrics:

- Number of credentials gained with target industries
- Median wages of participant
- Number of individuals with multiple credential attainments in career pathway progression

GOAL: Ensure that workforce system public investment generate a quality return to Virginia and the customers we serve

Performance Metrics:

- Wage gains of individuals in core programs
- Return on investment study
- Number of co-enrolled clients to show leveraging of resources and non-duplication of services

6. Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system

One of the best practices that PWN has already implemented is requesting additional funding from each of the eleven (11) localities within the region. During the annual budgetary process, each locality offers an opportunity for outside agencies to request money to support the constituents of the locality. To date, PWN receives consistent funding from 6 out of the 11 localities in the region and has received funding from as many as 8 localities over the years. By reaching out to the localities and spreading awareness of the PWN’s mission and activities to support workforce development, the goal is to have all 11 localities contributing to PWN in the future.

With the new WIOA legislation expanding the idea of infrastructure plans within comprehensive One Stop Centers, PWN has already begun discussions with the core and required partners in the comprehensive One Stop, the Virginia Workforce Center – Charlottesville. The Virginia Workforce Center – Charlottesville was established in 2007 as one of the pilot One Stops in the Commonwealth under Governor Tim Kaine. The Virginia

Workforce Center – Charlottesville has had an infrastructure plan in place since that time, although with the new outlook from the Governor’s office toward the contributions of the core partners, there may be some discussions regarding the methodology that is currently being used. The ten year lease of the One Stop is coming to an end in January 2018. At that time, PWN looks forward to implementing a new infrastructure cost plan that will include the core partners and those partners that are co-located at the new One Stop location. This discussion will focus on how to maximize the resources of the partners and eliminate duplication, while also referencing the WIOA legislation, policy developed by the Virginia Board of Workforce Development, and guidance from the Virginia Community College System.

7. The generation of new sources of funding to support workforce development in the region

In order for new sources of funding to be achieved and be used efficiently and effectively, the core and required partners agree that collaboration and cooperation are key to applying for and securing funds. Competition among the partners does not foster good working relationships and can create confusion and duplication of services for the job seekers and employers in the region. All of the core and required partners commit to strengthening communication systems regarding additional funding opportunities and create systems for buy-in and sharing of resources. The partners also agree to explore more local sources of funding prior to reaching out for more advanced grants, such as grants administered by the Department of Labor. Examples of these funding opportunities would be the local United Way, community foundations, and public/private partnerships.

PWN has already begun discussions with the core and required partners in the workforce development system to identify gaps in services and areas where increased funding could

maximize services provided to the region’s job seekers and employers. Some of the identified areas where additional funding would enhance services include:

- Veterans Services
- Supportive Services, such as childcare, transportation assistance, emergency and needs-related payments, etc.
- Services to those individuals who are underemployed and do not meet the income threshold of WIOA programs
- Funding to support contextualized and integrated training opportunities that include workplace readiness, occupational skills training, and on-the-job training
- Funding available to employers to train their existing workforce
- Services to the homeless population for more intensive employment activities
- Education and training opportunities for English Language Learners

II. LOCAL WORKFORCE DEVELOPMENT SYSTEM ELEMENTS

A. PROGRAMS/PARTNERS OVERVIEW

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

1. The programs that are included in the system

The following programs are included within the workforce development system within Local Workforce Development Area 6.

- Title I – Workforce Innovation and Opportunity Act (WIOA) Programs – The three WIOA Title I programs, Adult, Dislocated Worker, and Youth, are currently operated by Goodwill Industries of the Valleys, in partnership with Rappahannock Goodwill Industries. Goodwill was selected through a competitive procurement process to run the three programs. The current contract extends through June 30, 2018.

- Title II – Adult Education and Literacy Programs – Virginia’s Department of Education has competitively procured the contracts to operate the Adult Education and Literacy programs in the Commonwealth, and in the PWN region, there are currently two separate contractors. Thomas Jefferson Adult and Career Education (TJACE) is the operator for adult education programs in Planning District 10 (City of Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson), while Piedmont Regional Adult and Continuing Education Programs (PRACEP) is the operator in Planning District 9 (Counties of Culpeper, Fauquier, Madison, Orange, and Rappahannock). A new Request for Proposals will be released in January 2017 to begin a new procured contract as of July 1, 2017.
- Title III – Wagner Peyser – The Virginia Employment Commission (VEC) operates the Title III programs under Wagner Peyser in PWN’s region. A regional office exists in the region and is co-located with the comprehensive One Stop in Charlottesville. VEC employees do travel to other localities within the region to provide services in rural and remote locations, including spending time at the Affiliate Centers.
- Title IV – Vocational Rehabilitation – The Division of Rehabilitative Services within Virginia’s Department for Aging and Rehabilitative Services and the Department for Blind and Vision Impaired are two agencies that are located within the PWN region and administer vocational rehabilitation programs under Title IV. Two regional offices of DARS are located within the region and one regional office is co-located with the comprehensive One Stop in Charlottesville, covering the City of Charlottesville and the Counties of Albemarle, Buckingham, Fluvanna, Greene, Louisa, and Nelson. The second regional office is located in Culpeper County and serves the Counties of Culpeper,

Fauquier, Madison, Orange, and Rappahannock. DBVI does not have a physical office located with the PWN region, as it is located in Staunton, Virginia, but vocational rehabilitation counselors travel to the region to administer services to eligible individuals.

- Jobs for Veterans State Grants – The VEC also administers programs under the Jobs for Veterans State Grant held by the Commonwealth of Virginia. Offices of a Local Veterans Employment Representative and a Disabled Veterans Outreach Program (DVOP) Case Manager are at the comprehensive One Stop in Charlottesville. These individuals conduct outreach to local employers to promote incentives and programs for hiring Veterans, including the Virginia Values Veterans (V3) Programs. The DVOP Case Manager assists Veterans who are 80% or more disabled as a result of military tenure.
- Higher Education Programs – The three community colleges within the region, Germanna Community College, Lord Fairfax Community College, and Piedmont Virginia Community College (PVCC), all administer programs as well as provide educational and training curricula for potential students. These programs are funded through discretionary grants that have been received by the community colleges, including but not limited to, GoodCare, Sector Partnership Grants, and the Workforce Credentials Grant.
- SNAP Employment & Training – PVCC was awarded one of the SNAP Employment & Training Grants (SNAP E&T) through the Department of Labor. PVCC, in partnership with the Departments of Social Services in Albemarle County, Greene County, and the City of Charlottesville, administer the grant to qualified participants to provide them training and education to help them enter the workforce.

- Community Based Organizations – There are multitudes of community-based organizations in the region that contribute to the workforce development system, including but not limited to, Chambers of Commerce, Planning District Commissions, United Way branches, Literacy Volunteers and Councils, Community Action Agencies, Regional Transit operations, and Housing and Redevelopment Authorities.
- Local Economic Development Offices – 10 out of 11 jurisdictions in the PWN region have an office dedicated to economic development for the locality. All 10 offices collaborate with PWN on a regular basis and provide valuable insight into the existing business in the region, including business projects and potential expansions. The regional economic development office, the Central Virginia Partnership for Economic Development, is the fiscal and administrative agent for PWN, co-located on site at the comprehensive One Stop in Charlottesville. The President of the Central Virginia Partnership also serves as the Executive Director of PWN.
- Registered Apprenticeship – There are two entities in the region that function as the regional apprenticeship offices, the Charlottesville Albemarle Technical Education Center (CATEC) and Germanna Community College. Both organizations communicate regularly with the Department of Labor and Industry (DOLI) regarding successes and programmatic additions to the Registered Apprenticeship program in the Commonwealth. Currently, there are many opportunities for individuals who are interested in apprenticeship opportunities to be sponsored by an employer and enter technical training.
- Senior Community Service Employment Program (SCSEP – Title V) – The SCSEP Program is administered by Goodwill Industries of the Valleys in Planning District 10 and administered by Rappahannock Area Agency on Aging in Planning District 9. In

Planning District 10, the SCSEP Program is co-located at the comprehensive One Stop in Charlottesville. The SCSEP Program in Planning District 9 is located frequently at the Orange Workforce Center, which is an Affiliate Center within the region.

- Trade Act – While the Trade Act Program administered by the Virginia Employment Commission (VEC) is not regularly active, there are some petitions still remaining within PWN’s region. The VEC regional office, which is co-located at the comprehensive One Stop in Charlottesville administers the Trade Act program to all eligible participants.
- Rapid Response Regional Office – Northern Virginia – PWN’s region falls under the Northern Virginia region, administered by Northern Virginia Community College (NVCC), for Rapid Response activities. Recently, NVCC added a second staff person for the Rapid Response program that is located within the Shenandoah Valley region. This has created a great resource for PWN’s region, as the person is now located nearby and can attend events conducted by the One Stop system more regularly.
- Temporary Assistance for Needy Families (TANF)/ Virginia Initiative for Employment Not Welfare (VIEW) – All Departments of Social Services within the eleven localities in PWN’s region participate in the workforce development system, with the range of participation varying. Some offices visit the One Stop Centers frequently to promote services and receive referrals, and other outlying localities provide referrals through the use of technology. With the Governor agreeing that TANF/VIEW is a mandated partner in the workforce development system, PWN plans to increase the communication and involvement by these partners in service delivery.

2. 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 PWN and all partners within the workforce development system have established that the primary goal is to create a qualified workforce that meets current and future job demand. In order to accomplish this goal, it is imperative that each partner is educated on the services provided by other entities in the system and the subsidiary goals that the other partners hope to achieve. Along those same lines, it is also important that all partners, including ones that do not fall under the WIOA legislation, are aware of the common performance measures under WIOA. PWN will establish a common reporting mechanism so that the Local Workforce Development Board reviews performance from all core partners in order to ensure that the workforce development system is functioning at an efficient level. The PWN Board will also define additional performance measures regarding return on investment, regional successes, and outcomes that show the success of the workforce system as a whole rather than by agency or program.

Embrace Technology and Data Integration Opportunities

Technology will be at the forefront of service delivery discussions and implementation strategies going forward for PWN, with the ultimate goal of expanding service access throughout the region, including into rural localities. PWN will purchase a set of laptops for each of the Planning Districts in the region, to be housed at the Virginia Workforce Center – Charlottesville and the Culpeper Workforce Center. These “mobile computer labs” will be available for any partner agency to check out in order to provide workshops, eligibility determinations, case management services, or other workforce services in remote locations. PWN will also purchase eleven webcams to be placed at one location in each locality. This will provide a direct link with

the Virginia Workforce Center – Charlottesville, the comprehensive One Stop in the region, and the Culpeper Workforce Center, which is the main Affiliate site within Planning District 9. These webcams could be placed at libraries, Departments of Social Services, or Community Action Agencies in order for referrals to occur on a face-to-face basis or for questions to be asked regarding available resources.

PWN has also been chosen by the University of Virginia Computer Science Department as one of the non-profits to benefit from a student working group's Capstone project. The team of students is working with PWN staff to develop a Customer Relationship Management system to be used by the Business Services Teams in the region. This system will allow for all partners to input data in the system regarding services requested by an employer, assign tasks and duties to partners in the workforce development system, regardless of physical location, follow-up processes for providing those services, and include a file storage system to collect resumes and store job descriptions. This project is projected to be completed in May 2017.

In the past with additional funding from the localities, PWN has conducted webinars on the different services available to employers. These webinars were certified for SHRM credits for Human Resources Professionals and were attractive to the local employers. PWN will explore the opportunity to conduct these webinars again on the services that are available through the workforce development system. In the meantime, PWN will conduct information sessions on the services available throughout the region by presentations to groups such as chambers of commerce, rotary clubs, and existing employer advisory groups.

Effectively and Efficiently Manage and Develop Resources (Human and Financial)

A fully integrated comprehensive One Stop Center in the region will provide a resource for job seekers and employers to receive services in order to meet their workforce development

needs. All mandated and co-located partners in the comprehensive One Stop commit to contributing toward the comprehensive One Stop operation, and will develop an infrastructure model to support the One Stop that is fair, equitable, and compliant with the ideas and policies put forth by the Commonwealth of Virginia. The comprehensive One Stop in the region, the Virginia Workforce Center – Charlottesville, which was one of the pilot One Stops in the Commonwealth of Virginia, is nearing the end of a 10-year lease in the current space. The location of the One Stop after January 31, 2018 has not yet been decided, and until the new space has been designated, the current infrastructure (cost-allocation) plan will remain in place.

While an infrastructure model will assist in funding the comprehensive One Stop location, PWN will also develop a functional organizational chart for the new One Stop Center, which includes all mandated and co-located partners. This will further reduce the risk of duplication of effort and services among the mandated and co-located partners. The layout of the new One Stop will be focused on integration of services and PWN will explore the idea of placing staff among functions, rather than by agency in the One Stop Center. Some functional assignments may include Business Services, Veterans Services, Case Management, and/or Job Development.

It will also be important for the mandated and co-located partners to review the guidance released by the Virginia Board of Workforce Development and the Virginia Community College System (VCCS) in order to maximize services and reduce duplication, especially the duplication of financial resources. PWN will use the new WIOA legislation to further define the roles and responsibilities of partner agencies within the Resource Room and One Stop Center model and include these duties in the Memorandums of Understanding (MOUs) that are developed.

Professional development is another activity that can be braided or combined to reduce human and financial resources that are spent on these tasks. While it will save money and time of staff, it will also provide opportunities for all staff to be educated on the workforce development system as a whole, and give front-line staff best practices and strategies to serve job seekers and employers. These professional development activities will include cross-training and education regarding services, eligibility, and resources among mandated and required partners.

Develop and Respond to Actionable Labor Market Intelligence

There are many labor market intelligence tools in the region that exist today for utilization by PWN and its partner agencies. These tools include the Labor Market Information system provided by the Virginia Employment Commission (VEC), EMSI, JobsEQ, Hoovers, and ESRI. While the PWN staff and partner agencies use this data on a frequent basis, PWN will explore conducting a webinar or information session on the labor market tools that are currently available in the region for job seekers and/or employers.

As a part of the Labor Sector Strategy Study that PWN began conducting in July 2015, comparing and contrasting the data from all of these resources has provided information for partner agencies on the state of the workforce in the region. PWN will continue with the Labor Sector Strategy Study for the duration of this Local Plan and utilize not only data systems in place, but also local economic development representatives to provide real-time information on employer needs. One new initiative that PWN will undertake, pending financial resources, will be the creation of an online platform to house this information and to connect all of the resources together in a single location for use by not only the partners within the workforce development system, but also by interested job seekers and employers. With a variety of services in the workforce development arena in the region, a single resource for this information does not exist.

Without this resource, agencies will continue to duplicate services and may request new funding to add resources that already exist. This will further streamline processes and initiatives and help the workforce development system act as a cohesive unit.

Employ Relevant and Effective Talent Development Strategies

As mentioned above, PWN is fortunate to be involved with the U.S. Chamber of Commerce's Talent Pipeline Management Academy, a new initiative that seeks to use supply chain management tactics to create pipelines of potential candidates for employers. While the methodology and curriculum for this strategy is still new, the tactics have been deployed by some local communities around the nation. This methodology involves the development of employer collaboratives to strengthen employer buy-in to workforce development activities. The U.S. Chamber of Commerce Education Foundation researched the success of activities in the past with workforce development and found overwhelmingly that without employer backing and financial support, employers were less likely to participate fully in workforce development activities. Employer collaboratives formed under the Talent Pipeline Management strategy drive programmatic and funding decisions based on their recruitment pain points. PWN will work to implement this methodology, form employer collaboratives, and analyze talent flows and providers to maximize talent pipelines to local employers.

A proven success in the region has been the implementation of regional and local job fairs hosted by the One Stop Centers in the region. The Virginia Workforce Center – Charlottesville has been consistently hosting at least two job fairs a month for the region's job seekers, involving on average 10-20 employers each fair. PWN will capitalize on this success and commit to promoting targeted job fairs for the region's industries, while emphasizing the number of placements over the number of attendees.

It will also be important to ensure that the region's incumbent workforce is provided the opportunity to continue up the career pathway in order to fill replacement employment opportunities with local employers as well as create additional job opportunities for entry-level workers. This will involve the use of incumbent worker training funding, customized training, and layoff retention strategies provided by the Rapid Response unit in Northern Virginia.

Transform the Workforce Service Delivery System

The new WIOA legislation provided an opportunity to analyze the service delivery and customer flow within the comprehensive One Stop Center as well as the Affiliate Centers. The elimination of the tier of services under the Workforce Investment Act (WIA) legislation provides easier and quicker access to training services for job seekers, which can assist the workforce development system in meeting the needs of businesses in a timely and efficient manner. One area of opportunity for PWN is with the expiration of the lease at the comprehensive One Stop Center in Charlottesville. The potential for the Virginia Workforce Center – Charlottesville to relocate to a different facility presents the opportunity to redefine the customer flow and integration of partners in a human centered design. By organizing the partner agencies by function instead of by agency and integrating staff, partners will jointly work together to meet common performance measures and goals. This design and strategy is more applicable under WIOA than WIA since the Federal Common Measures applying to all core partners in the new legislation.

This integration methodology also will encourage the utilization of co-enrollment practices and the use of the Integrated Resource Team model. Under WIOA, with the Federal Common Measures applying to all core partners, co-enrollment becomes a priority as the partners must work together in order to achieve performance goals as a region, as well as to drive

success in moving job seekers up the career pathway to self-sufficiency. By co-enrolling individuals within the applicable partner agencies and using integrated education opportunities, job seekers will be able to receive foundational skills, occupational skills training, mentoring and counseling toward meeting their barriers to employment, and job placement services. Providing all of these services together will ultimately lead to success for the job seekers and ensure appropriate performance for the partner agencies.

This new era also allows PWN to expand some of the pilot programs and initiatives that have been taking place in the region prior to the Local Plan being developed. Models of integrated training that incorporate mentoring and mental health counseling (if applicable) into occupational skills training opportunities have proven to provide not only a successful avenue for credentials to be attained, but also promote job placement and retention with local employers. Work-based learning opportunities have also been successful in the region, and by having employer participation in these models, the potential for employment at the conclusion is significantly higher. These small pilot programs have been centralized to one or two localities, but with PWN functioning as the regional convener for workforce development, there may be an opportunity to obtain additional resources and funding to expand access to these programs and services.

Hold System Partners Accountable to Outcomes and Ensure Transparency in Performance

Reporting

Core partners identified in the WIOA legislation (Title I – WIOA Adult, Dislocated Worker, and Youth Programs, Title II – Adult Education and Literacy, Title III, Wagner-Peyser, and Title IV – Vocational Rehabilitation) will each report on their progress and attainment of the Federal Common Measures set forth by the WIOA legislation. These reports are provided by the

state agencies in charge of oversight of the programs. By sharing the same common measures among each other, the processes for service delivery should align to provide a streamlined process for job seekers and employers.

In alignment with the strategic plan developed for the workforce development area, the core and mandated partners will also work toward the creation of a performance dashboard to be reviewed on a quarterly basis. This report will go beyond the Federal Common Measures reporting and provide outcomes for regional services and programs, such as hires from job fair activities, employer satisfaction, and more. PWN will also utilize the data collection methodology in the Quality Standards for One Stop Centers Policy developed by the Virginia Board of Workforce Development to analyze service delivery and outreach.

3. 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

PWN and its partner programs agree that collocation for required partners under WIOA is the most effective and efficient way to eliminate duplication of services and resources. The core partners outlined in the WIOA legislation provide key funding and programmatic resources for the region's job seekers and employers and providing services at a single location creates a streamlined, tactical approach to service delivery for the region's job seekers and employers. Likewise, universal access to services provided by all workforce development system partners, regardless of location, is critical to the success of the system as a whole. The potential for the comprehensive One Stop Center to be in a new location or different set up is an opportunity to redesign the customer flow and service delivery process to ensure that these strategies are implemented effectively. Along with being collocated and working together on a daily basis, partner organization representatives participate in PWN's various committees as it applies to the

services they provide. With partner participation on committees, collaboration and alignment on service delivery can ensue.

While the partner programs are able to provide financial resources to train and educate the workforce to meet current and future job demand, it is also critical that the programs being offered by the community colleges and education providers are in targeted industries and meet business needs in the region. These programs should provide job seekers with relevant skills, education, and/or credentials to obtain in-demand occupations and assist in the development of talent pipelines of qualified workers for the region's employers. Job seekers will not be successful in these programs without the foundational (reading and math) or workplace readiness skills administered by Title II – Adult Education and Literacy providers. These foundational skills are currently being taught on-site at the comprehensive One Stop Center and the partners commit to promoting the utilization of the courses more and more with their job seeker populations.

4. How the Local WDB will collaborate with the community colleges

See Section II. K.

5. How the Local WDB coordinates and interacts with Chief Local Elected Officials (CLEO)

The Board and Council (CLEO) for PWN's region have always been a cooperative group ensuring that the workforce development system is efficient and effective. In order to fully establish the roles and responsibilities of PWN's Board and Council (CLEO), a CLEO-WDB Agreement was formed. Using the WIOA legislation, Virginia Board of Workforce Development policy, and Virginia Workforce Letter guidance, the duties of each group were outlined with the Board and Council both approving the document. This outline provides clarity to the member representatives of the two groups and eliminates duplication. The two groups also participate in

strategic planning activities at joint meetings at least once a year, which include the development of Strategic and Local Plans and WIOA One Stop and Program Operator decisions.

In order to provide transparency and an efficient communication mechanism, the Council meetings have always been held on the same day as an immediately prior to the Board meetings, and Council members are encouraged to stay for the full Board meeting to hear a detailed account of activities and initiatives that are new and/or ongoing. The Chair(s) of the Board also attend the Council meetings as ex-officio members to provide input from the private sector and the Board on Council decisions. With the new WIOA legislation promoting accountability and performance sharing among the partners, PWN will explore ways to further inform the Council members on activities overseen by the WDB, including a performance report on the partner programs in the region. While it is important to show the performance of the WIOA programs, as the Council members have fiscal responsibility for their success, it will be key to also inform the Council members on the programs system-wide as they have the influence and capacity to suggest policy changes from the top down.

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

PWN staff to the Board perform administrative, fiscal, and programmatic monitoring tasks in-house in order to inform the Board and Council members on the activities of the WIOA Title I programs. Board staff are tasked with the oversight of the WIOA One Stop and Program Operator, which is Goodwill Industries of the Valleys. The staff provide technical assistance on a frequent basis to the WIOA Program staff and are always open to communication from case managers and finance staff. PWN staff performs programmatic and administrative monitoring of the WIOA Adult, Dislocated Worker, and Youth programs on a biannual basis and chooses at least 10% of active files to review eligibility, activities, and services. Fiscal monitoring of

expenditures occurs on a monthly basis, and 100% of invoices are reviewed for accuracy and allowability. A larger fiscal monitoring takes place annually when PWN staff travel to Goodwill Industries of the Valleys headquarters to meet with fiscal staff and review back-up documentation for fiscal processes and payroll. After each biannual programmatic and annual fiscal monitoring, a corrective action plan is issued to Goodwill Industries of the Valleys staff with a 30 day response deadline. The corrective action plan provides explanation of the findings and concerns within the monitoring process and requests specific corrective action to follow up. Goodwill Industries of the Valleys not only responds to the request, but also provides back-up documentation to show that the corrective action has been completed.

PWN also participates in compliance reviews and data validation by the Virginia Community College System (VCCS). A compliance review of the files takes place biannually, once as a desk review at the VCCS offices and another on-site review at PWN's offices. This compliance review involves VCCS monitoring staff reviewing programmatic, fiscal, and administrative processes and procedures as well as documentation of expenditures noted in the general ledger. A corrective action plan is provided to PWN with a 30 day response time and detailed actions that are required to remedy findings and concerns. Data validation occurs on an annual basis in order to maintain integrity of data that is placed in the system of record, the Virginia Workforce Connection, and a final report of the findings is included in the corrective action plan provided by VCCS.

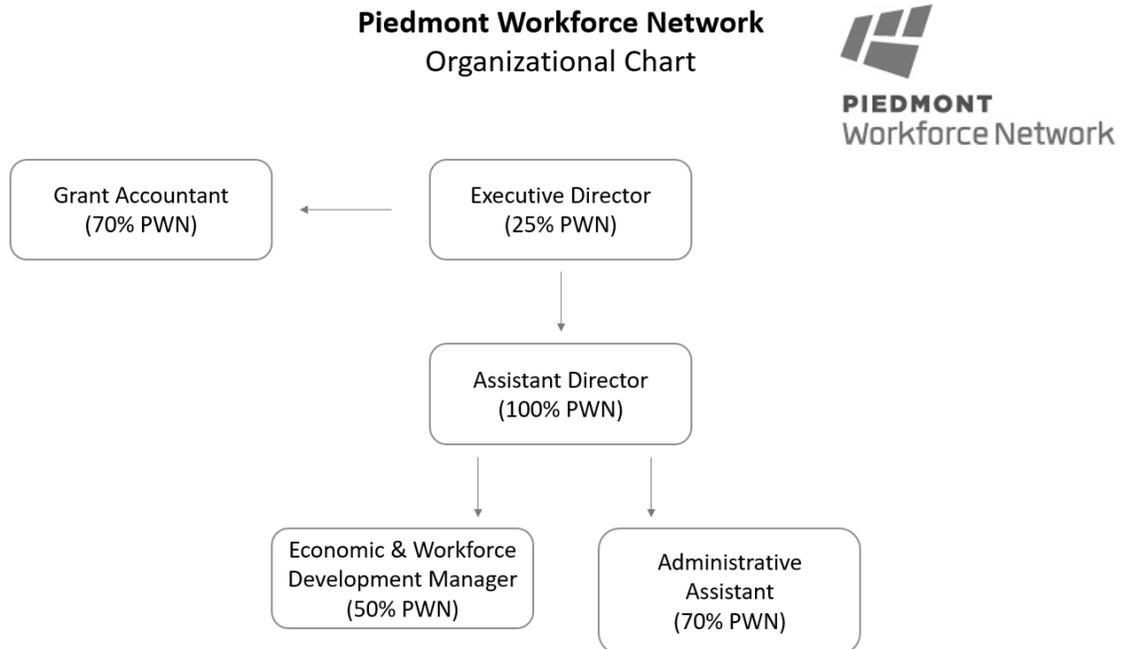
7. How the Local WDB conducts business in accordance with the Sunshine Provisions of WIOA

PWN conducts all actions of business in accordance with the Sunshine Provisions of WIOA. In order to inform all Board and Council (CLEO) members of the Sunshine Provisions under WIOA and the Virginia Freedom of Information Act, the provisions are noted in the

CLEO-WDB Agreement that was approved and signed by both parties. All meetings and materials for the meetings are posted on the PWN website (<http://www.piedmontworkforce.net>) at least 3 business days prior to the meeting occurring. All meetings are open to the public, except in the cases of Executive Session, which are only used in accordance with the Virginia Freedom of Information Act. If Executive Session is scheduled and on the agenda, at least 24 hours' notice is provided to the public of the closed session. All voting (including roll call) results, for both open and closed sessions, are recorded in the meeting minutes. All meetings are held in locations that have been deemed compliant with ADA rules and regulations.

8. Staffing plans for the Local WDB

The Central Virginia Partnership for Economic Development, as the fiscal and administrative agent for PWN, employs the staff to the PWN Board. The following organizational chart shows the staffing structure of the PWN Board:



The percentages underneath the job titles represents the allocation of the staff salary to PWN funds. The Central Virginia Partnership for Economic Development covers the remaining portion of the staff salary that is not shown in the above chart.

B. COLLABORATIVE STRATEGIES

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

1. Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment

Under current WIOA legislation and PWN policy, a priority of service exists to serve individuals that are low-income or basic skills deficient. In order to target and increase services to these populations, a number of partnerships have been set up and/or maximized to facilitate referrals. PWN has existing partnerships with many of the social service and community partners around the region, in addition to the core and required partners that are laid out within the WIOA legislation. In order to further maximize those partnerships, PWN will explore ways to integrate and have resources available on-site at the Comprehensive and Affiliate One Stop Centers in the region.

PWN will continue to recognize that foundational skills and a hands-on approach is necessary for certain populations, especially those individuals with barriers to employment. While the model of the Resource Room in the comprehensive One Stop under the WIA legislation was focused on providing services that did not require staff assistance, the services that can be provided under WIOA incorporates more leniency and a hands-on approach is encouraged. PWN will move toward providing staff in the Resource Room to assist visitors one-on-one, look to incorporate a workplace readiness curriculum conducted on-site at the comprehensive and affiliate One Stop Centers for interested job seekers, and provide

mentoring/shadowing opportunities coupled with educational and training opportunities. The need for more work based learning opportunities exists in the region and leveraging resources available (WIOA funding) to provide these opportunities will drive success for the region's job seekers.

In the comprehensive One Stop in the region, a partnership has been formed between PWN, the local community college, Piedmont Virginia Community College (PVCC), and Thomas Jefferson Adult and Career Education (TJACE), the local provider of Title II - Adult Education and Literacy services. A representative from PVCC currently resides at the One Stop to promote non-credit programs and connect individuals to financial assistance offered through the FANTIC and Workforce Credentials Grant programs. PVCC and TJACE have agreed to form a partnership in order to administer Title II – Adult Education and Literacy programs in Planning District 10, and because of that partnership, the current staff will be educated and trained on adult education and literacy activities and able to facilitate referrals and short-term services on-site at the One Stop. This connection helps to bridge the gap and assist individuals that are basic skills deficient address their barriers to employment in basic workplace readiness, reading, and math as well as connect them with education and training to get the credentials they need to become employed at a self-sufficient wage.

A number of individuals in the region lack transportation to travel between outlying localities where they reside and urban areas for service delivery. PWN will work with county and city officials as well as partner organizations in the region to define outreach points within each of the jurisdictions for the placement of webcams and remote access technology. This will facilitate a virtual connection between those partner organizations and the comprehensive One Stop in order to screen for potential services and answer questions regarding employment

resources available. PWN also will work with the partner organizations to develop a plan of how to maximize the mobile computer labs that will be purchased to conduct workshops, intake sessions, and assessments in rural locations.

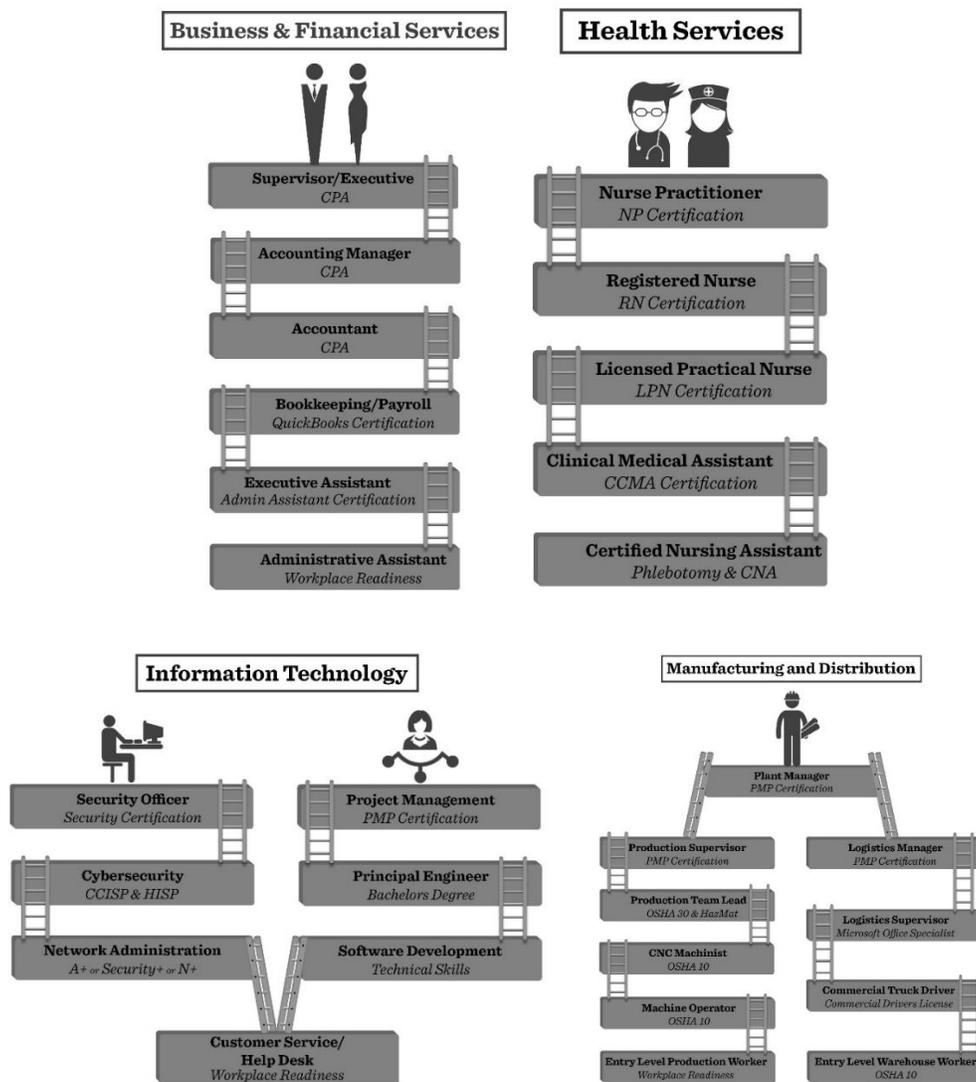
It is also very important that all front-line staff in charge of providing excellent customer service to our region's job seekers and employers are provided cultural awareness and sensitivity training. Individuals that have barriers to employment, including the English Language Learners (ELL) population, require significant assistance to overcome those barriers and find gainful employment. The staff at the comprehensive and One Stop Centers, including the staff of the core and required partners, need to be aware of the social and cultural aspects of different populations. This awareness will ensure that excellent customer service and effective service delivery is conducted when assisting these populations. One additional key mechanism to be able to serve the ELL population will be an enhancement of language services provided at the comprehensive and affiliate One Stop Centers, including but not limited to, translation lines and materials in various languages.

2. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs

Career pathways is a strategy that is being stressed in the Commonwealth of Virginia as a successful methodology to ensure that individuals are placed in in-demand occupations that lead to high growth and self-sufficient wage opportunities. Employers in PWN's region are also supportive of this model, as they see growth opportunities for their current workforce and by using the career pathway model, they will be able to promote from within and provide entry-level opportunities for the community's job seekers. PWN fully embraces the career pathways model and has already taken the necessary steps to ensure that funding in the region is prioritized toward target industries and in-demand occupations that assist and individual to move up or enter

a career pathway. First and foremost, in order to ensure that Title I funding is prioritized toward these target industries and occupations by the WIOA One Stop and Program Operator, a policy has already been created that has set forth the in-demand occupations in the region. A copy of this policy can be found in Appendix A. Working with the core and required partners in the development of this Local Plan, PWN has set forth four primary career pathways that can be used when developing employment plans for individuals in the workforce development system.

Career Pathways Models



In order to fully implement the above career pathways in the region, it will be imperative that the core and required partners, including training and education providers, work together to deliver integrated and contextualized training to the region's job seekers. By providing adult education services that coincide with occupational skills training, job seekers will be able to finish training and gain skills in a timely manner to meet local employer demand. One challenge that PWN will explore overcoming is the education requirements that are currently in place at local education and training providers. In order for the contextualized model to be fully functional, these education requirements must be waived or removed entirely. PWN will explore this possibility with the education and training providers in the region.

With the potential relocation of the comprehensive One Stop Center after January 2018, an opportunity has arisen to evaluate the customer flow and service delivery strategies in the One Stop, particularly in the intake and screening process. PWN will explore the possibility of having staff located in the Resource Room to screen each individual for eligibility and applicability of services, including but not limited to, WIOA, Vocational Rehabilitation, Adult Education and Literacy, and Unemployment Insurance. This hands-on approach will lead to more effective referrals and a staff assisted approach to follow up and ensure that services are being delivered to customers in need. It will also further encourage the practice of co-enrollment and the leveraging of funding sources. Any process that is put into place will be evaluated to ensure that continuous improvement of service delivery is at the forefront of the One Stop Center.

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

In order to improve access to activities leading to a recognized postsecondary credential, PWN and its core and required partners agree that it is important to continue to recognize that a secondary credential (i.e. High School Diploma or equivalent) is critical for job seekers to

receive prior to moving toward post-secondary credentialed programs. Title II – Adult Education and Literacy partners are critical to ensuring that the region’s job seekers have the ability to complete post-secondary training that leads to an industry-recognized credential. These providers are also experts in their field when it comes to assessing an individuals’ job readiness and ability to perform different functions.

Beginning in FY2017, the Commonwealth of Virginia greatly expanded access to non-credit training programs through local community colleges to individuals that are low-income. The Workforce Credentials Grant and the FANTIC financial assistance programs for the first time allowed non-credit programs administered through the community colleges to be eligible for financial assistance. With the Workforce Credentials Grant, colleges and students are now incentivized for gaining industry-recognized credentials that lead to in-demand occupations. PWN will continue to leverage funding through the Workforce Credentials Grant and FANTIC with WIOA funding to lead to more industry-recognized credentials. The policy that was put into place by PWN that determines in-demand occupations is also in line with the occupations on the Workforce Credentials Grant list, and PWN will continue to dialogue with the community colleges for occupations that are needed by local employers.

Another avenue that PWN is exploring is to further develop awareness regarding the in-demand occupations in the region, the training programs that lead to those occupations, and the financial and programmatic resources available for job seekers to obtain training in the region. Similar to the Valley Career Hub¹⁷ developed by the Shenandoah Valley Partnership, PWN is exploring the opportunity to create a similar source in Local Workforce Development Area 6. This resource will allow PWN to create an online platform that links existing resources into one

¹⁷ Valley Career Hub, <http://www.valleycareerhub.com>

single virtual location. This platform will include information about the in-demand occupations in the region, with a potential partnership with local news stations to highlight different employment opportunities with local employers, a searchable database of all of the training and education providers and programs in the region (public and private), as well as a list of programmatic and financial resources available, such as grants and financial assistance, for individuals to access. Many of the core and required partners have secured additional funding to deliver workforce development programs in the region, and in order to further leverage funding, a single virtual resource should be available for reference. This resource will include funding availability, eligibility requirements, and contact information, as well as a link to any existing information or current website for the host organization. PWN has requested funding from each of the 11 localities in the region to develop this platform and will continue to reach out to other local organizations for assistance in this development.

C. BUSINESS SERVICES

Provide a description of how the plan shall:

1. Specify the policies and protocols to be followed by all of the region's workforce development entities when engaging the region's employers

The region's workforce development entities work together in a cohesive unit to provide services to the region's employers. PWN emphasizes that the main customer in the workforce development system is the employer, with the job seekers as the supply to meet the employer demand. The two Business Services Teams that have been established in the region, one for Planning District 10 and one for Planning District 9, involve all of the key workforce development partners in the area to work together to meet the needs of local employers. PWN's region embraces the methodology of having a single point of contact for businesses to tap into workforce development services and utilize this strategy by having the Business Services Teams

serve as the single point of contact. PWN believes that there is no wrong door for inquiring and receiving services. PWN and the partner organizations have agreed that while any members of the Business Services Teams can initiate or reciprocate contact with employers, information gathered from those contacts will be shared with the entire Business Services Teams to ensure services are promoted equally and effectively. This is the most effective and efficient way to provide comprehensive services to the region's employers. The partners in the system have also agreed that a response to business inquiries should be provided within two (2) business days.

In order for the single point of contact strategy to work effectively, it is also critical that all Business Services Team members and front-line staff working directly with employers have the same "elevator speech" and marketing tactics to promote the workforce development system as a whole. PWN is in the process of evaluating the region's marketing materials for business services activities, with the goal of eliminating specific agency attachments and to promote services holistically. It is also a key strategy to coordinate activities with economic development leaders in the region to tap into existing business outreach efforts that already exist so as to not duplicate services or outreach to local employers.

One of the challenges associated with providing business services to the region's employers has been not having a customer relationship management (CRM) system that all partners are able to use to track services provided. In Fall 2016, PWN was chosen by the University of Virginia Computer Science Department to participate with a group of senior students completing their Capstone project. These students are in the process of developing a CRM system for PWN and the workforce development partners that will allow for employer contacts and services to be tracked in an efficient manner, as well as provide data and reporting mechanisms to show return on investment and business satisfaction results. The CRM system

will be deployed fully in May 2017 and all partners in the workforce development system will have access to the system. PWN will use this system to track performance of providing services to local employers.

PWN is under the umbrella of the Central Virginia Partnership for Economic Development, for which the President of that organization serves as PWN Executive Director. The Partnership works with each of the localities on their ED initiatives. As staffing allows, the Partnership participates on the Business Services team as a representative for economic development. PWN will leverage this relationship with Central Virginia Partnership to get insight on economic development activities and report them to the two Business Services Teams in the region. These activities include communication with the Virginia Jobs Investment Program (VJIP). PWN will work with VJIP staff to better serve employers, and explore ways that PWN staff and VJIP staff can collaborate better on business expansion projects. PWN will also explore an efficient business satisfaction survey that will gather feedback on their experience with workforce services to ensure continuous improvement is always at the forefront of discussions.

2. Address how the region's workforce entities will involve employers in the formation of new workforce development initiatives

PWN and the workforce entities in the region believe that employers should not only be involved in the development of new workforce development initiatives, but they should be at the forefront of discussions and driving conversations regarding structure and strategy. By participating in the U.S. Chamber of Commerce's Talent Pipeline Management Academy, PWN will explore implementing this model to use supply chain management strategies in order to provide a workforce that meets current and future job demand. This involves the formation of employer collaboratives that are run solely by the employers so the initiatives that develop have complete employer buy-in. This model also encourages the employers to fund the initiatives that

develop so that they have “skin in the game” and will be more proactive and involved in the performance and management of new programs. These employer collaboratives will provide an additional outlet for employers to discuss needs in terms of employment opportunities as well as the skills and credentials that are required for job seekers to obtain those opportunities.

These employer collaboratives will also allow for the Labor Sector Strategy Study that was completed to be updated on at least an annual basis to ensure that all workforce development entities in the region have up-to-date real-time labor market information. This information, coupled with the information that is provided by the Labor Market Information system administered by the Virginia Employment Commission, information provided by the community college Employer Advisory Councils, and Employer Network meetings hosted by the Department for Aging and Rehabilitative Services and the Department for Blind and Vision Impaired will allow for employers and partners to make educated decisions on new workforce development programs in the region.

PWN has already worked to form two industry sector focused collaboratives in Healthcare and Manufacturing. Both of these groups have worked together to apply for new sources of funding with the Manufacturing group being successful in securing funding through the Virginia Incumbent Worker Innovation Program for existing worker training. The Healthcare collaborative focused on two Department of Labor funding opportunities (America’s Promise Grant and Strengthening Working Families Initiative). While these funding opportunities were not awarded to PWN, the process for grant application development and program analysis was extremely helpful, and PWN is now well-positioned to apply for future funding opportunities as well as assist these employers with their needs on a smaller level with current funding allocations.

One model that PWN will continue to monitor is a new strategy that is being implemented in Fauquier County. Lord Fairfax Community College and Fauquier County Economic Development Office partnered together to create a jointly funded position focused solely on business development in Fauquier County. This position is uniquely positioned to work with local employers regarding expansion or retention efforts as well as speak with future prospects regarding workforce needs and assets. Not only is the position able to speak regarding economic development services, but it is also a direct line to a major education and training providers and the workforce development system that can adapt to meet the employer's needs. While this position is new, PWN feels that this has the potential to become a best practice and may be a strategy that can be expanded to other localities in the region.

3. Identify what activities will be undertaken to address employers' specific workforce needs

PWN will capitalize on the flexibility offered by the new WIOA legislation for Incumbent Worker Training. Under the previous legislation, Incumbent Worker Training could only be provided in cases of layoff aversion, which many employers did not have the ability or capacity to conduct. Now, with the expansion to career and skill advancement, Incumbent Worker Training has become extremely attractive to local employers to upskill their current workforce and create more entry-level opportunities for the region's job seekers. PWN will continue to use the WIOA funds that are able to be used for Incumbent Worker Training, as well as utilize the Virginia Incumbent Worker Innovation Program through the Governor's office. PWN will also explore additional funding opportunities to further provide existing worker training to the local employers.

Work-based training, including On-the-Job Training and Internship/Work Experience opportunities will also be utilized to serve employers. Traditionally, the number of On-the-Job

Training contracts that have been executed in the region has been low. PWN will explore the opportunity to increase the number of On-the-Job Training contracts in the region with the WIOA One Stop and Program Operator and emphasize the importance of work-based training as well as occupational skills training. Internships and Work Experiences have been a successful model in the past, but it will be crucial for the future that individuals are placed with employers representing the target industries or in opportunities that lead to career pathways.

Job fairs at the comprehensive and affiliate One Stop Centers have been successful to date, but PWN will emphasize going forward quality versus quantity. Many job seekers attend the bimonthly job fairs that are hosted at the comprehensive One Stop, but it has been difficult to track outcomes related to the hires as a result of those job fairs. PWN will work with the WIOA One Stop Operator to emphasize the importance of capturing outcomes related to these activities, determine how to move toward more targeted job fairs for industry sectors and employers and enhance marketing efforts surrounding these events. PWN will also work with the partners in the workforce development system to ensure that effective recruitment and screening opportunities are being utilized to bring qualified candidates to meet with employers attending job fairs.

Other activities that will continue to be conducted include job analysis for accommodations and job description review, job order posting in the Virginia Workforce Connection and the distribution of those postings to all workforce partners, and cohort, contextualized, and customized training efforts to meet individual employer demand. One of the things that PWN and its partners continue to find is that job descriptions that are used today are outdated and have skills and credential requirements that are no longer relevant for the positions. Some employers have stated that the job description is a formality and the experience and requirements on the description do not match what the hiring manager looks for in an applicant.

It will be critical for PWN and its partners to work with local employers to identify priority skills and requirements for in-demand occupations and understand the need for those skills in the present and in the future. PWN will continue to stress to local employers the need for not only short term projections for workforce development needs, but also long term projections so that the workforce system in the region can prepare a workforce that is qualified and meets the future demand. PWN and the partners in the workforce system will continue to strive to understand employers' needs on a sector level, and at a more granular level, to provide for individualized services.

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

4. To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations

PWN has already undertaken several strategies to engage employers and have them take advantage of the workforce development programs that are available in the region. These strategies include the facilitation of employer roundtables and the distribution of information regarding the target industries as a part of the Labor Sector Strategy Study, the development and implementation of the Virginia Incumbent Worker Innovation Program for existing worker training in the Manufacturing industry, as well as promotion of the services provided by the Small Business Development Center and business incubators in the region.

In order to further increase the utilization of services in the region by local employers, PWN and its partners agree that the best method for marketing programs and services is business to business. Businesses that have utilized the services in the past are the best promoters of the services available and can provide explanations that other businesses will understand. This strategy could be implemented by presenting at local chambers of commerce events, the

development of marketing materials for distribution by the partners in the workforce development system, or inclusion on PWN's website. Success stories are always beneficial to show return on investment and satisfaction with services and programs, and PWN has not yet capitalized on using businesses to tell those success stories.

Best practices are also always on the radar of PWN, especially best practices that have been implemented by partners within the workforce development system. With the local economy nearing full employment and employers stating their difficulty in finding exactly what they need to fill employment opportunities, the need for customized and integrated training has increased. Models like the PluggedIn programs run by Title II – Adult Education and Literacy partners, the Community Self-Sufficiency Programs partnership between Piedmont Virginia Community College and the regional Charlottesville Chamber of Commerce, and Growing Opportunities (GO) programs developed in partners with the City of Charlottesville and Piedmont Virginia Community College have proven to prepare job seekers to secure employment with local employers that have a specific need. By combining workplace readiness, occupational skills training, on-the-job training, supportive services, and mentoring/counseling activities, job seekers are more prepared for job opportunities because they are being taught both soft and hard skills that help them become resourceful and an efficient worker. PWN will explore ways that it can further enhance and expand those models to provide more opportunities for the region's job seekers, including the exploration of additional funding sources for these programs.

Another strategy to increase employer involvement is to partner with major employers in the region to provide real and virtual facility tours and job shadowing opportunities to help in the career exploration process of the region's job seekers. Many times, job seekers are unaware of the employers and opportunities that exist in their own backyard. Awareness could also be

fostered by inviting willing employers to attend workshops or classes conducted by the partners in the workforce development system to discuss their hiring practices, provide input on interviewing styles, and discuss current job openings and future opportunities. By opening up and creating awareness opportunities for the local employers, it will encourage individuals to fill the jobs located within the region instead of potentially accepting other opportunities that require longer commutes.

5. To support a local workforce development system that meets the needs of businesses in the local area

The key to having a workforce development system that meets the needs of businesses in the local area is to have effective and efficient communication with all of the partners in the region's system. By having effective communication strategies in place, partners are able to disseminate information regarding employers' needs, employment opportunities, and challenges to providing services. At the comprehensive One Stop Center, the WIOA One Stop Operator has developed an Interagency Partner Team, which consists of 40-50 partner members that meet on a bimonthly basis to discuss workforce needs, new programs and funding sources, and challenges to address within the workforce development system. This team not only includes the core and required partners named in the WIOA legislation, but also include community based organizations and non-profits that are vital to the success of the local economy and the programs that are provided to the region's job seekers and employers.

The elimination of duplicate services is another way to enhance a system that meets the needs of business. The local community colleges each have staff that are tasked with connecting with employers to evaluate their needs and provide customized training and education options to upskill their workforce. Instead of duplicating calls and visits to the employers that the community college staff are working with, by communicating their needs and providing a

singular message about all of the services the workforce development system can provide, the single point of contact methodology is still utilized.

One strategy that was identified during the local planning process was to analyze the trends of peak hiring seasons for the region's employers. Many of the Manufacturing and Distribution employers have a peak time during the holiday season and then experience a lull in hiring for the following winter months. PWN will explore the creation of a calendar of employer hiring practices to identify when employers hire, when there are lulls in productivity, and the skills that are in the highest demand during those peak times. During the lulls, PWN will have an opportunity to capitalize on promoting incumbent worker training and help them to "winterize" their business.

6. To better coordinate workforce development programs and economic development

Because the Central Virginia Partnership for Economic Development is the fiscal and administrative agent for PWN, and is co-located with PWN, and shares its President with PWN, there are opportunities to further coordinate activities to promote workforce development services to the region's employers. Currently, any workforce development need that is communicated to the economic development partners is disseminated to PWN staff, which then involve the appropriate member of the Business Services Team for follow-up. This strategy ensures that the economic development partners also have a single point of contact to ensure that their employer's need is solved.

On a monthly basis, the Central Virginia Partnership hosts a meeting between the economic development representatives in 9 out of 11 localities in the region. PWN will request that at these meetings, a section for workforce is added to the agenda where PWN staff can share information, inquire about current and future workforce development needs, and the economic

development partners can share information about employers located within their localities. This time will also be an opportunity for PWN staff to provide marketing materials or any other promotional item, or obtain ideas regarding future needs for materials, to the economic development representatives. The PWN Board, as a partnership between public and private entities, is also an outlet that could benefit from learning more about economic development efforts in the region. PWN will explore the opportunity to have economic development representatives present to the PWN Board when new initiatives or projects are developed.

7. 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 Virginia Employment Commission (VEC) regional office that serves PWN's region has initiated an innovative approach to serving individuals that have applied and/or are receiving unemployment insurance benefits. Every individuals that applies for unemployment insurance benefits that resides within the region is invited to an initial workshop at the comprehensive or affiliate One Stop that is closest to their home residence. At this workshop, VEC staff go over a variety of topics, including the process for being approved for unemployment, how to file a weekly claim, job search tools available to them, resources in the One Stop Centers and the Virginia Workforce Connection website. During the workshops at the comprehensive One Stop, the WIOA Title I program staff attend to promote the program and explain the services that are available to Dislocated Workers. At the affiliate One Stop Centers, the VEC staff have been trained to provide information on the programs and refer the individuals that are interested to the appropriate WIOA case management staff.

Another strategy that the VEC and partner programs have capitalized on is the information that applicants for unemployment insurance benefits can provide. When large numbers of individuals are seen through the unemployment system from one employer, the VEC has been forthcoming in sharing that information with PWN and partner staff to alert a potential opportunity for layoff aversion and Rapid Response activities. VEC will continue to monitor these trends and continue to communicate that information through the Business Services Teams and to PWN staff.

While promoting the WIOA programs has been an effective outreach method, there are other ways that PWN will explore to improve the connection and referral process for individuals on unemployment insurance benefits to the workforce development system. In line with analyzing the customer flow of the Resource Room as a result of the new WIOA legislation, PWN will also explore the opportunity to assess the one-on-one individuals who attend the unemployment insurance workshops. By providing a one-on-one assessment opportunity, this could increase the number of referrals to partner agencies, besides just WIOA Title I, and also potentially decrease the amount of time that individuals rely on unemployment insurance. PWN will also work toward expanding the current weekly workshops that are being held by the VEC to not only include information about unemployment insurance benefits and filing processes, but also to incorporate other services provided through the workforce development system.

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.

PWN's region serves as a best practice in the Commonwealth for being connected with economic development, as the Central Virginia Partnership for Economic Development, the

regional economic development firm, is the fiscal and administrative agent for the Local Workforce Development Board. As the regional economic development firm, the Central Virginia Partnership works with the Virginia Economic Development Partnership to bring potential projects to the region. PWN is able to assist the economic development partners in the region to plan to meet the workforce needs of prospects at the onset. Over the past few years, the topic of workforce development has been a prominent concern of prospects looking to set up operations in the region or expand their current facilities. PWN is able to provide relevant information and service descriptions to make the region more attractive to prospects. PWN's co-location with the Central Virginia Partnership further streamlines communication with the economic development entities around the region.

In terms of promoting entrepreneurial skills training and microenterprise services, PWN is also co-located with the Central Virginia Small Business Development Center (CVSBDC), which provides services to small businesses in the City of Charlottesville and the Counties of Albemarle, Fluvanna, Greene, Louisa, Nelson, and Orange. The CVSBDC provides workshops on-site on topics such as business startup practices, accounting and financial skills, and marketing and social media. Consultants also host one-on-one counseling sessions on-site as well as in the region depending on the best location for their clients. Besides the CVSBDC, the Virginia Employment Commission (VEC), as part of the labor exchange system, provides free workshops and seminars located online on the Virginia Workforce Connection system. The workshops provided include a variety of topics including entrepreneurial training. All partners in the workforce development system are open to microenterprise opportunities and, depending on the situation, referrals are made for individuals that are interested in starting or expanding their own small business.

E. ONE STOP SYSTEM

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

1. 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

Goodwill Industries of the Valleys is the current One Stop Operator and the operator of the WIOA Title I Adult, Dislocated Worker, and Youth programs. In order to ensure continuous improvement of Goodwill, as the provider of career services in PWN's region, an annual review of the contract terms and statement of work is conducted by the committees to the PWN Board on a detailed level, and an overarching review is done jointly by the PWN Board and Council (CLEO) members. The process to select the One Stop and Program Operator(s) is done through a competitive review process, with an RFP released and contracts awarded for one year with an option for two, one-year renewal cycles. The contract that is developed between the One Stop and Program Operator(s) details funding allocated, participants that should be served by the programs, and performance measures that are required to be met by federal, state, and local standards. It also details additional programmatic, financial, and administrative requirements that are set forth by the members of the PWN Board and Council. In terms of measures that are specific to meeting the needs of local employers, the federal common measures under WIOA now set forth specific measurements of the credentials obtained by the participants in the programs. This measure will allow PWN to review the credentials that are being obtained through the programs and ensure that they are in line with the target industries and the in-demand occupations set forth in policy. It will also allow PWN to see the success rate of the participants in the programs, and how well the One Stop and Program Operator(s) are doing with follow-up

and case management services. The progress of the One Stop Operator is also reviewed by the Management Team of the comprehensive One Stop Center, as the Team reviews customer satisfaction ratings, job fair success, and other outcomes as deemed necessary to the daily operations of the One Stop.

Other eligible providers in the workforce development system are the training and education providers that are included on the Eligible Training Provider List (ETPL) for Virginia. PWN is responsible for receiving applications from education and training providers in the region and evaluating them for their placement on the ETPL list. This evaluation process involves the review at the committee, Board, and Council level, and also involves an annual review process detailing success of participants in the training programs that are approved. If a training provider is not performing at a level that is acceptable to be included on the ETPL list for Virginia, PWN has the ability to remove them from the list and deny them access to funding through the WIOA programs. In order to further gauge success of the education and training providers in the region, PWN will explore the possibility of conducting a satisfaction survey of the participants in core and required partners that attend programs offered by providers on the ETPL. This feedback will be provided to the education and training providers in order to ensure continuous improvement and allow any issues to be addressed.

2. 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 workforce development system in PWN's region is committed to providing access to residents of all jurisdictions, with the goal of assuring that residents of Planning District 9 and Planning District 10 are able to access all services provided through the system within a 30-mile radius of their home residence. As stated in prior sections, PWN is looking to install webcams in each of the outlying localities to provide for virtual access and connection to the comprehensive

One Stop for the localities' constituents. In addition, the purchase of laptop computers to be used in a mobile computer lab will extend workshops, intake sessions, and assessment capabilities into outlying areas and outreach locations in rural areas. In addition to the efforts that PWN is undertaking to increase access in rural areas, the partners in the workforce development system have already taken steps to address this challenge as well. Title I – WIOA Program staff also travel to outlying localities to meet with prospective clients and conduct services off-site. Title II – Adult Education and Literacy providers are located in every locality in the region, providing easy access for individuals that need assistance with basic skills, citizenship education, ELL classes, and workplace readiness skills. Title III – Wagner Peyser staff are stationed in outlying areas and use libraries, churches, and affiliate One Stop Centers to administer services to job seekers throughout the region. Title IV – Vocational Rehabilitation services, which are provided by the Department for Aging and Rehabilitative Services and the Department for Blind and Vision Impaired, has case management staff that is assigned to rural counties and spend a majority of their time located in rural areas to provide convenient access for their clients. They also conduct outreach at the local high schools in the region to allow for youth participants the ability to access services.

PWN is always looking to improve access to services for the region's population, especially for the growing number of individuals not having access to adequate transportation. Without a regional transportation solution, a majority of the job seekers in the region are not able to travel to one of the current comprehensive and affiliate One Stop Centers. PWN will explore the possibilities of opening additional affiliate sites in coordination with the partners in the workforce development system. PWN will also work to strengthen relationships with community partners, such as libraries, to ensure that at a minimum, information on the services provided by

the workforce development system is available to visitors. PWN will also explore the possibilities of using technology to leverage existing social networks to connect job seekers with One-Stop partners by sending job and resource information to well-respected, well-connected members of the community.

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

The comprehensive One Stop Center in the region has been ADA compliant since its opening in 2007. With the potential relocation of the comprehensive One Stop Center, PWN will work with the experts in the field regarding ADA Compliance (Title IV – Vocational Rehabilitation providers) and request that assessments are completed, recommendations are made, and sites are reviewed for compliance to ensure that the new location is ADA compliant and allows access to services to all individuals in the region. As the definition of an affiliate site has changed under new policy released by the Virginia Board of Workforce Development, it will be imperative that PWN conduct ADA assessments with the current affiliate or satellite centers to ensure they are ADA accessible. If they are not, PWN will work with them to come up with solutions to address this challenge.

In addition to the accessibility of the physical location and building of the comprehensive and affiliate One Stop Centers, it is also important that services can be accessed by individuals with disabilities as well. The comprehensive One Stop Center and the Orange Workforce Center both have universal access computer stations set up with applicable technology and materials for individuals with disabilities to use to conduct their job search. These stations will be maintained by the One Stop Operator and are reviewed consistently to make sure they are in proper working

order. Both the Department for Aging and Rehabilitative Services and the Department for Blind and Vision Impaired have provided disability awareness training to assure customers of all abilities are served appropriately.

4. The roles and resource contributions of the one-stop partners

In order for the comprehensive One Stop Center to operate efficiently and effectively, and to remain within federal guidelines, an infrastructure plan must be in place to fund the operations of the Center. The comprehensive One Stop Center for PWN currently has an infrastructure model in place, and all core partners are currently contributing to the model. PWN has addressed the current model with the partners, and all have agreed that a reevaluation will be necessary to adjust the methodology behind cost sharing. While this has been agreed upon, PWN and its partners recognize that an infrastructure model should be set in place after the location of the comprehensive One Stop after January 2018 has been decided, as the composition of the One Stop Center will also be known at that time. PWN has offered three methodologies to use when choosing between allocation methods; square footage, FTEs, and visitor traffic to the One Stop Center. These three choices will be used when deciding the new infrastructure model and to assist in the development of a new MOU in compliance with WIOA legislation, which will also include the roles of each partner in the workforce development system.

5. The services provided by each partner mandated by federal and state law, and other optional partners

The service provided by each partner in the workforce development system will always be consistent with federal and state law, as well as policy released by the Virginia Board of

Workforce Development and guidance released by the Virginia Community College System (VCCS). A Memorandum of Understanding (MOU) has existed with the workforce development partners since 2007, but with the reauthorization of the WIOA legislation, a new MOU will need to be drafted to reflect the new guidelines. PWN began the process of discussing the MOU criteria and composition in conjunction with the development of the Local Plan. All core partners have agreed to provide the services that are outlined in their corresponding sections in WIOA legislation (Title I – WIOA Adult, Dislocated Worker, and Youth Programs, Title II – Adult Education and Literacy Program, Title III – Wagner Peyser, Title IV – Vocational Rehabilitation). PWN is also awaiting further guidance from VCCS, as the Title I Administrator, on the composition, format, and required elements of the new MOUs.

6. The Virginia Workforce Center Operator for each site in the area

Under the competitive procurement cycle that began in July 2015, Goodwill Industries of the Valleys, in partnership with Rappahannock Goodwill Industries, is the One Stop Operator for the region. Goodwill Industries of the Valleys is the lead Operator on the contract and is charged with coordinating the services at the comprehensive One Stop Center, as well as facilitating referrals and operations at the affiliate One Stop Centers, as needed. A Request for Proposals will be released no later than January 2018 for a new round of contracts to operate the One Stop system in the region and will follow the same competitive procurement process and schedule. The new contract will go into place beginning on July 1, 2018.

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

The current location of the comprehensive One Stop Center for the region, the Virginia Workforce Center – Charlottesville, is in the City of Charlottesville at 2211 Hydraulic Road, Charlottesville, VA 22901. This location has been in place since December 2007, at the direction

of then Governor Tim Kaine, as one of the pilot One Stop Centers in the Commonwealth of Virginia. The lease on this site concludes on January 31, 2018, and the location of the comprehensive One Stop Center after that date not yet known. The leaseholder for the comprehensive One Stop was set up in 2007 to be the Department of General Services (DGS), but they have declined to continue this agreement with the location of the new One Stop Center. Thus, the City of Charlottesville has agreed to be the leaseholder if the location of the One Stop Center is in the City limits, and Albemarle County has agreed to be the leaseholder if the location is within the County limits. The agreement of the Board and Council (CLEO) members was to keep the comprehensive One Stop Center within the jurisdictions of Albemarle County and the City of Charlottesville as this was the main center of activity and has the greatest number of constituents in need of workforce development services.

At the current location of the Virginia Workforce Center – Charlottesville, the One Stop is fortunate to have regional offices of both the Virginia Employment Commission (VEC) and the Department for Aging and Rehabilitative Services (DARS) co-located on-site. The location also includes the Central Virginia Partnership for Economic Development, Piedmont Workforce Network, the Central Virginia Small Business Development Center, Virginia Department of Veterans Services, Jobs for Veterans State Grants staff, Career Support Systems, The Choice Group, WIOA Title I Programs, Piedmont Virginia Community College, Senior Community Service Employment Program (SCSEP), and Worksource Enterprises. The composition of the future comprehensive One Stop Center is still unclear, but we have confirmed presence from the VEC regional office, WIOA Title I Programs, Piedmont Virginia Community College, and one office for DARS. PWN will work with the partners that are currently in the space going forward to retain as many partners as possible going forward into the new space.

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

PWN is very fortunate to have localities within the region that are passionate about workforce development and understand the need for services to be provided in rural areas. Prior to the reauthorization of the WIOA legislation, some localities in the region funded and developed what were known as Satellite Centers within the region. These outposts were located in Albemarle County, the City of Charlottesville (Downtown), Louisa County, and Fauquier County. These locations were funded solely by the localities through their annual budgetary process and were staffed by various agencies within those localities. PWN has worked with these Satellite Centers to provide services on-site, such as workshops, intakes, job search assistance, etc. Another Satellite Center exists in Orange County and was originally operated with WIOA funding. PWN has worked with Orange County for two years to set up a phase-in agreement, where in FY2018, Orange County will be funding the operations completely. Under the new definition of Affiliate Centers that was developed by the Virginia Board of Workforce Development, some of these locations that were considered Satellite Centers of PWN operations are not able to meet the definition of Affiliate Centers. A description of the Satellite Centers in PWN's region is below, with a description of how PWN will work with the localities to have them be considered as Affiliate Centers:

Orange Workforce Center - The current location of the Orange Workforce Center in downtown Orange has WIOA Title I Program staff, Virginia Employment Commission staff, SCSEP staff, and TANF/VIEW counselors from the Orange County Department of Social Services. The Center is staffed by a Center Manager provided by Rappahannock Goodwill Industries as an in-kind donation noted on the WIOA One Stop Operator contract. Under the Virginia Board of

Workforce Development policy, this Center will be considered an Affiliate Center and an MOU will be developed to outline the partners' commitment to being on-site.

Albemarle Career Center – The current location of the Albemarle Career Center is within the Albemarle County Department of Social Services building and is staffed by a DSS employee. Currently, the TANF/VIEW staff that is present on-site is the only core or required partner that is located at the Center on a regular basis. PWN will work with Albemarle County Department of Social Services and the core and required partners to develop a plan of action to have partner services present on a more frequent basis. If an agreement can be made, then the Albemarle Career Center will be able to be classified as an Affiliate Center.

Downtown Job Center – The current location of the Downtown Job Center is within the Jefferson-Madison Regional Library just off the Downtown Mall in the City of Charlottesville. The Downtown Job Center was set up to provide easy access to workforce development services for the populations living in public housing located in close proximity (walking distance) from the Downtown Library. The Center is staffed by the Charlottesville Office of Economic Development. No core or required partners are located on-site or visit the Center on an ongoing basis. PWN will work with the Downtown Job Center and the core and required partners to develop a plan of action to have partner services present on a regular basis. If an agreement can be made, then the Downtown Job Center will be able to be classified as an Affiliate Center.

The Workplace – Fauquier – The current location of The Workplace in Fauquier County is adjacent to the Fauquier County Department of Social Services and is staff by a DSS member. Various partners visit The Workplace on a regular basis, including Virginia Employment Commission staff, WIOA Title I Program staff, and Adult Education and Literacy providers. Under the Virginia Board of Workforce Development policy, this Center will be considered an

Affiliate Center and an MOU will be developed to outline the partners' commitment to being on-site.

Culpeper Workforce Center – The current location of the Culpeper Workforce Center in downtown Culpeper has WIOA Title I Program staff, Virginia Employment Commission staff, and Adult Education and Literacy providers on-site for a majority of the operating hours. In addition, TANF/VIEW staff from Culpeper Human Services are located on the floor above the Culpeper Workforce Center in a campus-style environment. Under the Virginia Board of Workforce Development policy, this Center will be considered an Affiliate Center and an MOU will be developed to outline the partners' commitment to being on-site.

Provide a description of professional staff development strategies to include:

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

Professional development is an important aspect in providing excellent customer service to both job seekers and employers. At the comprehensive One Stop in the region, the Center opens at a later time on Wednesdays to provide an opportunity for staff to convene on a monthly basis. This monthly staff meeting is conducted and cross-training occurs from different partners and community members on programs and efforts to serve customers. PWN will strongly encourage participation in this monthly meeting by all front-line staff and will also monitor that partners are given the opportunity to present on their specific programs including updates to eligibility and funding. PWN will also encourage that a similar meeting be set up in the northern area of the region, Planning District 9, to ensure that all partners have an opportunity to cross-train and educate each other on performance and program parameters. By ensuring the education of front-line staff on all services that are available in the region, services and referrals are conducted more smoothly for the job seekers and employers.

A few years ago, the Virginia Community College System (VCCS) developed a workforce training course online that provided an overview of the workforce development system in the Commonwealth and also provided basic parameters for the programs available. PWN favors this solution, as it provides a technological and cost effective approach to professional development. While the course was helpful under the WIA legislation, it has not yet been updated to reflect the new WIOA legislation. Once this occurs, PWN will fully support front-line staff completing this course for certification purposes.

In order to further encourage continuous training opportunities, PWN will explore the possibility of creating a handbook for new front-line staff regarding the workforce system in the region. This would provide materials for new front-line staff to reference, regardless of the agency they are employed by, to make sure that they understand the variety of services that a job seeker or employer can receive.

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

The Virginia Employment Commission and the WIOA Title I Adult, Dislocated Worker, and Youth Programs are all using the Virginia Workforce Connection system as the system of record and use it on a daily basis to document case notes and activities provided to job seekers and employers. On a monthly basis, case managers send a report of activities to the PWN Assistant Director. This data is compiled and presented to the LWDB. Typically, any data entry errors are discovered at this point and addressed with the case managers' supervisor. Unfortunately, the other core partners, Adult Education and Literacy and Vocational Rehabilitation, are not required to use the Virginia Workforce Connection system, so it is difficult to share information regarding clients without duplicating efforts. PWN supports the

idea of integrated data systems in the Commonwealth and will work toward better methods of sharing information about co-enrolled clients.

Visitors that come into the Resource Room to use the computers or other self-guided services are strongly encouraged to register in the Virginia Workforce Connection. In terms of case management services, PWN monitors the WIOA Title I Program Operator to ensure that staff are complying with guidance released by the Virginia Community College System regarding timely data entry. PWN strongly encourages the case management staff to use the system of record on a daily basis and to ensure that case notes and services are entered into the system the day of occurrence, and if not on the same day, within a two week period (14 days).

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

In order to manage performance of the front-line staff in the Center, a customer satisfaction survey is distributed to visitors and the results are analyzed by the Center Manager and the Management Team for the One Stop Centers. The Management Team reviews these surveys to monitor performance and reviews comments to find opportunities for improvement. PWN has also discussed with the partner agencies a possibility of implementing customer service training for front-line staff, and PWN will explore this further over the duration of the plan. If issues do arise that involve customer service, PWN staff are alerted and remedies are developed to ensure continuous improvement.

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

The current Virginia Workforce Council Policy 10-01 was developed under the old WIA legislation and is neither relevant to the new WIOA legislation nor cost effective with the budgetary restrictions imposed on the Local Workforce Development Boards. Policy 10-01 refers to the Certified Workforce Development Professional (CWDP) certification that is

provided by the National Association of Workforce Development Professionals and required that 60% of front-line staff within the region be considered CWDPs. In order to achieve that certification, competency must be shown in a variety of workforce development areas. Staff are able to document their significant work history within the field of workforce development to prove the competencies or the individual can choose to take a course through a third party provider to show the competencies. When the policy was put into place, the Virginia Community College System was fortunate to have an agreement with Dynamic Works to provide the training at no cost to Virginia front-line staff. Since that time, the price of the training has gone up significantly and PWN does not have adequate funding to support the number of individuals that would need to go through the training. Also, with turnover rates in front-line positions in PWN's region, the staff do not have the ability to show adequate work history and competencies. PWN does support the Virginia Community College System's process to revise the policy and make the certification process more relevant to Virginia's workforce system. The more the Commonwealth can educate the front-line staff on the workforce development system and the services that are available, the more effective staff will be to assist that individual or employer in meeting their needs.

While the budgetary concerns hold true for PWN, the One Stop Operator—Adult, Dislocated Worker, and Youth Provider—is currently Goodwill Industries of the Valleys. Goodwill commits to budgeting funds from our WIOA PY17 allocation for Virginia Workforce Center certification for uncertified staff. Uncertified staff will then be provided the opportunity to prepare for the certification test during working hours and will be expected to obtain certification within the program year. In some cases, Goodwill leadership may work with individuals to build a portfolio for consideration for certification by the National Association of

Workforce Development Professionals. As One Stop Operator, Goodwill will support PWN by encouraging partner participation in staff certification and in assisting partner staff in accessing certification options.

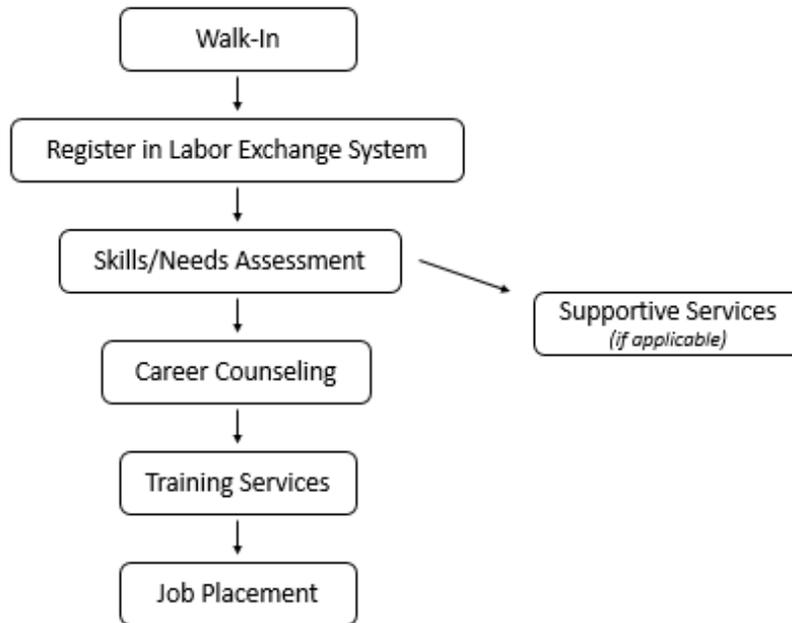
Representatives from the One Stops in Charlottesville and Culpeper have committed to attending the classes hosted by the USDOL-ETA regarding Customer Centered Design. The lessons learned in this course will be disseminated amongst staff to be sure everyone benefits. We will also encourage participation in the WorkforceGPS WIOA Wednesday Webinars. The PWN Assistant Director also holds Case Manager Meetings on an as needed basis to review and implement updates to workforce policies in Virginia.

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:

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

With the removal of the mandatory tier of services (core, intensive, and training) in the new WIOA legislation, PWN sees the opportunity to evaluate and revise the triage of services and customer flow in the One Stop service delivery strategy to make it easier and more efficient for the region's job seekers to access training services. The customer flow that has been in place since the establishment of the comprehensive One Stop Center in 2007 will be revisited to ensure that there is no wrong-door entry point for individuals to gain access to training services and that they have access to basic and individualized career services for their job search needs. PWN and the partner agencies in the workforce development system envision the following process for registration and assessment within the One Stop Centers:



The partners and parties that will conduct each tier in the customer flow has yet to be finalized, but systems will be put into place to begin using this process as soon as possible. The Memorandum of Understanding (MOU) that is being developed to correspond with the new WIOA legislation will outline the roles and responsibilities of the partner agencies within the workforce development system and will help to identify the triage process for customers. One aspect of customer flow that has been identified is that Wagner Peyser will be primarily responsible for providing basic career services in the Resource Room. In order to ensure that Wagner Peyser staff are adequately trained in providing resources to job seekers, PWN will work to develop a training manual and materials to be provided to these front-line staff. This will ensure that Wagner Peyser staff understand the various programs and services provided by all workforce development partners in order to facilitate appropriate referrals.

The main strategy that has been identified to keep at the forefront of discussions with the revision of customer flow is that a primary focus of all staff within the workforce development

system should be skill development, training, and support services, rather than immediate placement. Under the previous legislation, PWN and its partner agencies were focused on finding individuals the “right now job” instead of the “right job”. In the recession period, job seekers were not able to take time away from employment to attend training and were hesitant to focus on anything other than finding steady income. Now, it will be critical to ensure that individuals are placed into career pathway opportunities in order to further their education and skills, make them more marketable in today’s economy, and guarantee self-sufficient employment. Co-enrollment between the workforce development system programs will need to be utilized more as there will be an increase in the number of individuals seeking training opportunities. Like many other regions in the Commonwealth, PWN has faced budget restrictions and reductions. In order to maximize funding and ensure that services are not duplicated, co-enrollment will be a necessary strategy. PWN will utilize models such as Integrated Resource Teams to discuss services and eliminate duplication. Individualized and follow-up services will be provided to individuals based on eligibility determination and suitability for the programs available through the One Stop system.

A breakdown of Adult and Dislocated Worker Services is below:

Job Seeker Services		
<u>Basic Career Services</u>	<u>Individualized Career Services</u>	<u>Training</u>
Outreach, intake, and orientation to the information, services, programs, tools and resources available through Virginia’s Blue Ridge Works	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)

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

2. The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals

Many groups in the region have conducted research on the cost of living and the necessary wages and individual needs to be considered self-sufficient. The Charlottesville Works Initiative, in partnership with the Charlottesville Chamber of Commerce, released the Orange Dot report that reported on the poverty levels and the cost of living data in the greater Charlottesville region. PWN used this data, coupled with other information provided by Board members, Council members, and partners in the system, to arrive at an annual wage of \$35,000 as the area's definition of self-sufficiency. This definition has been in place since 2010, and with the new WIOA legislation, a changing economic scene, and more data collected through the MIT Living Wage Calculator, PWN and its partners in the workforce development system agree that this number may need to be evaluated. With an increased focus on career pathways that lead to in-demand occupations with a self-sufficient wage, it will be important to use the MIT Living Wage Calculator as a guide to start on the career pathway. PWN and its partner agencies will revisit this self-sufficiency definition to ensure that the number is still relevant and is applicable to current programmatic strategies.

3. The area's definition of hard-to-serve populations with additional barriers to employment

PWN's unique region, encompassing both urban and rural areas, as well as the high cost of living in the City of Charlottesville, and the Counties of Albemarle and Fauquier, has a diverse population with varying levels of barriers to employment. The presence of the University of Virginia, coupled with the low unemployment rate in the region, skews the perspective of non-area residents about this region's economy. Like many other regions in the Commonwealth, PWN's population includes individuals living at or below the poverty level, ex-offenders, individuals that are basic skills deficient (low reading and math levels), homeless individuals,

foster care youth, and high rates of teen pregnancy in some localities. In terms of individuals living at or below the poverty level, PWN has a higher percentage of the population receiving SNAP benefits than the percentage in the Commonwealth (PWN – 13.2%; Virginia – 10.9%¹⁸). With the high cost of living associated with the localities in the region, the assistance that is needed by the low-income population is greater than in other regions where the cost of living is lower. Assistance for these individuals goes above and beyond providing education and training activities to individuals to include childcare assistance, transportation reimbursement, and emergency or needs based related payments. When individuals attend training and education activities, while it is beneficial to them in the long-run, the short-term challenges of not having income quickly mount, and without supportive services, job seekers are less likely to obtain and/or retain employment.

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 the past, Rapid Response has been a key partner with employer who are closing, facing reductions in force, or are experience challenges to sustaining operations. While these activities will continue to be a focus for the Rapid Response Unit in the Commonwealth, a priority will also be added to conduct layoff aversion strategies for local employers in the region. PWN will continue to work with the Rapid Response Coordinator(s) in the region to ensure that the goals for activities surrounding layoff aversion and rapid response events align with the strategic and operational goals of the PWN Board, Council (CLEO), economic development, and One Stop partners. These entities will also be involved in the development of regional plans and

¹⁸ *JobsEQ, Chmura Economic, January 2017*

events/summits for Rapid Response. PWN will work with the Rapid Response Coordinator annually to establish a Memorandum of Understanding (MOU) detailing the goals and strategic priorities of the region for Rapid Response activities.

The Rapid Response Coordinator assigned to the area will also sit on the Business Services Teams in the region and will provide information to the team on business visits, inquiries, upcoming WARN notices, or conversations with employers in the PWN region. As a member of this team, the Rapid Response Coordinator will adhere to the business services plans for outreach and services that is developed and communicated by the PWN Board and Council. As the Rapid Response Coordinator is a contact for those businesses filing WARN notices with the Commonwealth, they will serve as one of the many entry points to services provided through the workforce development system. The team, along with PWN staff, will also assist the Rapid Response Coordinator in the development of key indicators that may initiate contact with a business to promote services available for layoff aversion.

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:

A. The local area's strategy for ensuring the availability of comprehensive services for all youth

PWN fully embraces the idea of career pathways and sector strategies and will develop programmatic initiatives in the WIOA Youth Program to provide these opportunities to youth participants. This comprehensive approach will result in youth participants being enrolled longer and receiving more services than traditionally have been offered. This will also lead to more time spent by the case management staff on career counseling and transition activities, as well as increased expenditures per person due to providing training for stackable credentials. These two

aspects will also lead to fewer individuals being served on the program. While the goal is to serve individuals with significant barriers to employment, it is also important to move those individuals toward more in-demand occupations with target industries and avoid education programs that lead to low wage, unstable occupations.

The target industries for the Youth Program will follow the same target industries as the Adult and Dislocated Worker Programs; Business & Financial Services, Health Services, Information Technology, and Manufacturing/Distribution. It will also be important for PWN and the WIOA Youth Program Operator to leverage other funding sources for youth program activities in order to stretch the WIOA funding farther. PWN will explore the opportunity to integrate further with the community colleges, including exploring best practices around the Commonwealth for partnerships and collaboration.

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

PWN uses a competitive procurement process to select the WIOA Youth Program Operator, which is responsible for the delivery and coordination of the fourteen youth program elements under WIOA. Many of the elements are provided in-house through the One Stop Centers or by Operator initiated programs, but some, including tutoring, financial literacy, and occupational skills training, are provided by other partners within the workforce development system. The competitive procurement process includes a Request for Proposals (RFP) release at a maximum of every three years. Contracts are awarded to organizations that submit successful proposals that are approved by the PWN Board and Council (CLEO). The contracts that are developed are one year contracts with the possibility of two one-year extensions, which are evaluated on an annual basis by the Board and Council. Successful providers of youth services will adhere to the scope of work outlined in the RFP and the response provided by the

organization chosen to operate the WIOA program as well as demonstrate success in meeting performance goals for the WIOA Youth Program as set forth in the provider's contract with PWN.

C. Strategies to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program

Tutoring – PWN sees this program element as a requirement for any youth that tests as Basic Skills Deficient when enrolling in the program. It is imperative for youth to have a reading and math level that will allow for them to be successful in employment and/or educational opportunities. Title II – Adult Education and Literacy providers are experts in this arena and the WIOA Youth Program Operator will seek out their assistance to provide this basic skills development. Tutoring and other adult education activities may be provided as contextualized learning, in partnership with post-secondary educational institutions, with additional occupational skills training or workplace readiness skills development.

Alternative Secondary School Services or Dropout Recovery Services – These services will be provided to in-school youth that are in need of assistance in order to prevent them from dropping out of secondary school. These services can also be provided to in-school youth that are attending alternative school due to a barrier to education.

Paid and Unpaid Work Experience – PWN values the Paid and Unpaid Work Experience as one of the most critical components of the WIOA Youth Program. Many youth in the region have little to no work experience and find themselves not ready to enter the workplace. Work Experiences can provide basic workplace readiness skills (soft skills) or it can provide more

technical skills. It also provides an outlet for youth to explore potential career opportunities prior to enrolling or attending post-secondary education. Many employers value work experiences as well as educational credential and, because of this, PWN will work toward providing a work experience to each youth that attends occupational skills training to boost their resume and make them more marketable to employers.

Occupational Skills Training – Career pathways development is also key for the youth population, as many times they are not immediately ready for intense technical training programs. Developing and implementing career pathways strategies with youth, especially the WIOA Youth Program, will be a requirement for the WIOA Youth Program Operator. WIOA funds that are expended on occupational skills training must be in the target industries identified by the PWN Board and Council on an annual basis. This is to ensure that employers needs are met and credentials that are valued and in high demand are prioritized.

Contextualized Education – This service may be provided to youth who are in need of basic skills or workplace readiness skill development prior to being successful in occupational skills training. Title II – Adult Education and Literacy providers will be instrumental in developing these opportunities for youth in the region, in partnership with post-secondary training providers, such as community colleges or vocational education providers.

Leadership Development – All youth in the WIOA Youth Program must receive leadership development services, which include work readiness activities. Examples of these activities include but are not limited to, resume writing class, mock interviewing and interview etiquette, college visits (including visits to community colleges), team building activities, and more. PWN will encourage the WIOA Youth Program Operator to be creative in the development of these activities and capitalize on existing workshops, activities, and cohort groups.

Supportive Services – Supportive services are also key to assisting WIOA youth in starting and remaining in educational or employment opportunities. Many times, the supportive services that are needed by youth include transportation assistance, uniforms and kits, and books that support educational opportunities. While childcare is a great need in the community, PWN is unable to provide funding for this activity due to monetary restrictions and limitations. PWN will rely on other workforce development partners, such as the United Way, YMCA, and other childcare providers for assistance. PWN will work with these partners to expand qualified childcare opportunities in the region.

Follow-up Services (12 months) – The Follow-up Case Manager is required to track and gather supplemental information regarding a youth participant for 12 months after exit from the program. This Case Manager is also required to provide information and resources to participants that may need additional assistance from the program to remain employed. These services could include job search assistance, supportive services, such as transportation assistance, or referrals to other workforce development agencies. These are provided on an as needed basis.

Comprehensive Guidance and Counseling – This service is provided to youth that are in need of mental health counseling, drug and alcohol abuse counseling, or other substance abuse counseling. Referrals to qualified agencies that provide these services will be completed on an as needed basis.

Financial Literacy Education – Financial literacy education is a new program element and PWN will mandate that all WIOA Youth participants are exposed to financial literacy resources. Workforce development partners in the system provide financial literacy training which varies from basic to advanced financial literacy skills. The WIOA Youth Program Operator will explore opportunities to provide this to youth that are entering employment and need assistance in

managing their new paycheck. Currently, one of the two Title II – Adult Education and Literacy providers operate financial literacy programs, and the other providers will explore the opportunity to develop a similar curriculum.

Entrepreneurial Skills Training – The Central Virginia Small Business Development Center (CVSBDC) is conveniently located at the comprehensive One Stop Center. For youth that are interested in exploring how to open their own business, the CVSBDC offers workshops at the comprehensive One Stop Center on “How to Start a Small Business” and can make referrals to other organizations as necessary.

Labor Market Information Services – These services will be provided to all WIOA Youth program participants and should be provided during the development period of the Individual Employment Plan. All youth will be exposed to career pathways that exist in the region and the information related to in-demand occupations and industries. They also will be given a tutorial on the labor exchange system, administered by the Virginia Employment Commission (VEC). PWN will explore the opportunity to create a work readiness activity conducted by the VEC regarding the Virginia LMI system and how to best access the information.

Transitional Activities to post-secondary education and training – There are many activities that are currently ongoing that support the transition from secondary education to post-secondary education and training. Bridge programs, such as PluggedIn, exist in the region to bridge the gap between basic skills achievement, workplace readiness, and occupational skills training. PWN fully supports these programs and the One Stop system facilitates referrals to these programs for appropriate job seekers. PWN looks to further provide these opportunities to youth participants and will explore the addition of job shadowing, tours of local businesses and college programs,

workshops on college readiness and financial aid applications, workshops in the local high schools and more to help with this transition.

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

When the new WIOA legislation took effect in July 2015, PWN worked with the Compliance Review Team at the Virginia Community College System to redevelop the Youth Service Strategy for the WIOA Title I Youth program. This new Youth Individual Employment Plan focuses solely on the participant's barriers to employment and which of the fourteen elements will be used to address those barriers and assist the participant enter education and/or achieve employment. The Individual Employment Plan assesses the participant's job search skills, work experience, barriers to employment and more and allows the case management staff to document the activities and outcomes achieved through the program.

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

PWN has found that the point of vulnerability for youth in the region is the period of time right after graduation from a secondary education institution, whether that be private, public, or alternative high school. Youth that are undecided or choose to seek employment rather than furthering education often fall through the cracks and may have difficulty navigating services and assistance to meet their needs. There are many resources available to in-school youth but most of those services and assistance end once the youth have graduated and received their high school diploma or the equivalent. A key relationship for PWN and its partners to further develop to serve out-of-school youth effectively is with the K-12 school systems, Career & Technical Education, and guidance counseling departments. By coordinating efforts prior to the end of the school year, the workforce development system programs are able to provide information and enroll youth prior to them falling through the cracks. By providing them support once they

graduate, this will bridge the gap between secondary school and employment or post-secondary education.

It will also be critical that PWN and its partners engage in the use of technology when recruiting out-of-school youth. In the past, mailing letters to potential and current youth participants was the main communication method for marketing initiatives. Phone calls and mailings no longer reach youth effectively in the region. Many youth are frequenting social media outlets to find news and communicate regarding employment and education opportunities. By using Facebook and Twitter, PWN will have a way to market and recruit out-of-school youth more effectively. Other messaging outlets such as text, email, and social media messaging will be used more prominently than physical mailings.

TANF/VIEW programs will also be a key partner in recruiting out-of-school youth, as the local Departments of Social Services will have records and information on youth that are pregnant or parenting, which is considered a barrier to employment for the WIOA Title I Youth program. PWN will work with the TANF/VIEW partners to ensure that all staff at the Departments of Social Services are educated on the eligibility, services, and activities that the WIOA Title I Youth program can provide. This will foster an efficient referral system for co-enrollment with other system partners.

In terms of expenditures, PWN staff ensure that 75% of WIOA Title I Youth funds are used on expenditures to out-of-school youth. This process is done during the budget cycle, and PWN staff only allocate funding to the WIOA Title I Youth program according to the 75%-25% mandate.

A best practice that has been noted in other states in the nation is the enrollment of youth in their senior year of high school as an in-school youth, but then transitioning the youth to out-

of-school once they graduate. During their senior year, youth would be able to receive work readiness skill training, career and college exploration assistance, and interest and aptitude assessments, coupled with the services the high schools are already providing. Once they graduate, expenditures would then be classified as out-of-school, and they would be well on their way to entering employment or education. PWN will explore this possibility with the Virginia Community College System to create more opportunities for the youth population.

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

Under the WIOA legislation, it is permissible to have up to 5% of youth enrolled in the WIOA Youth Program be over the income guidelines. PWN policy does not currently allow this aspect of youth eligibility due to the large number of individuals who are considered low income accessing services. As the recession has ended and the economy has recovered, there are youth in the region that are just about the income guidelines for eligibility, yet they and their families are not able to be self-sufficient due to the high cost of living the region. As guidance is released by the Virginia Community College System regarding the 5% low income exception in the WIOA Youth program, PWN will consider using this to serve more youth with barriers to employment who are in need of assistance.

G. 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

While the requirement for a Youth Council was eliminated under WIOA, a team of youth practitioners is key to coordinating referral and collaboration efforts. PWN will explore the possibility of creating a youth practitioners group, using the model of Integrated Resource Teams, to coordinate efforts to reach youth in the region. An existing group in the region may be

utilized to coordinate these efforts and will be the priority for PWN, rather than the creating of a new entity. Ideally, this team will include practitioners from organization such as the WIOA Youth Program, Job Corps, programs administered by the community colleges, such as Great Expectations, Youth Career Counselors in the K-12 system, and youth internship programs, such as Charlottesville Area Internship Youth Program (CAYIP).

While a Job Corps training center is not located within the PWN region, there are outreach specialists that continue to do work in the comprehensive and affiliate One Stop Centers. Job Corps is an excellent training option for youth that are interested in trade occupations and all workforce development partners refer youth to the agency when appropriate. PWN will continue to encourage the coordination of Job Corps and the WIOA Title I programs, to leverage funding and provide appropriate training to the region's youth participants.

The Charlottesville Albemarle Technical Education Center (CATEC) and Germanna Community College both serve as regional coordinators for the Registered Apprenticeship programs. CATEC in particular is directly connected to the K-12 school systems, as it is funded by the City of Charlottesville Public Schools and Albemarle County Public Schools. Youth are referred to the vocational education center from the public school systems when they are interested in vocational education and obtaining technical credentials.

One of the other initiatives that PWN will implement is the development of a Youth Employment Summit, at the request of the PWN Council (CLEO) members. This Youth Employment Summit will invite regional and local youth practitioners to come together, discuss challenges faced by the region's youth in entering education or obtaining employment, highlighting resources that are still needed to serve youth in the region, and provide an outlet for planning and coordination for future programs and funding applications.

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

Any activity that is subject to child labor and safety regulations, such as Work Experience, Internships, or On-the-Job Training activities are monitored to be compliant with all applicable regulations. All employers that participate in work based training opportunities through the WIOA Youth program are required to adhere to manuals that have been developed for the programs, and sign a contract that reviews child labor and safety regulations. All youth that are involved with work experiences are not eligible to work more than 40 hours per week and this is noted in both the manual and contract with employers. Youth participants must also have supervision on-site at all times, and the employer must sign off that this will be adhered to for the duration of the activity. Youth participants that are in-school at the time they participate in work based learning activities are limited further on the hours that they work during the week to ensure that school activities are not affected by employment. Work site visits are conducted by case management staff on a monthly basis to not only speak with work site supervisors about progress made by the participant and to speak with the participant to ensure regulations and rules are being followed.

I. Pay-for-performance policy as applicable

PWN has chosen not to execute pay-for-performance contracts for youth services at this time.

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.

Due to low funding levels under the WIOA Title I programs, priority for supportive services has been for those activities that are included in the training definition specified in

Virginia Workforce Letter #14-17. Transportation assistance, credentialing or licensing fees, books and training materials, and other required uniforms or work related materials are prioritized and funded with WIOA Title I funding in the Adult and Dislocated Worker programs. Under previous legislation and policy, PWN had the ability to provide additional supportive services, such as childcare and emergency housing related assistance or needs based payments. These are no longer available to be funded by WIOA due to restrictions and limited funding. In order to meet the needs of the WIOA participants, and to further leverage funding, WIOA funds, while used for allowable activities, are also used as a last resort, with other resources required to be exhausted first. Once a participant has requested supportive services or a need has been identified, WIOA Title I staff review the capability of other workforce development system partners to provide the funding for the supportive service. Examples of these partners include the United Way, Community Action Agencies, Head Start programs, local Departments of Social Services, scholarship and grant opportunities, literacy councils, housing networks, and regional transportation networks. WIOA Title I Program staff must document the lack of funding from other agencies to support these activities prior to WIOA funding being allocated.

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:

1. How the use of such contracts will be coordinated with the use of individual training accounts

PWN does not traditionally use contracts with entities to provide training services. Instances of using these contracts may occur if customized training activities were conducted. Individual Training Accounts (ITAs) are the most common way that funding is provided to eligible WIOA participants to attend training to develop their skills. In order to streamline and

ensure that federal funding is used in an efficient and effective manner, PWN will prioritize funding provided through ITAs to programs that lead to in-demand occupations within the Health Services, Information Technology, Manufacturing/Distribution, and Business and Financial Services industries. These industries and the in-demand occupations associated with them will be reviewed on an annual basis, with input provided by the PWN Board, Council, and economic development representatives in the area, to ensure that the priority for PWN remains relevant with the local economy.

ITAs are provided to participants in the WIOA program for training activities and up to \$5,000 can be provided in a program year per participant. This \$5,000 includes funding that is used to provide supportive services to the participant to attend those training activities. A lifetime maximum of \$10,000 (also including supportive services costs) is provided to each participant. Multiple training services can be provided to participants in the WIOA programs, as the goal of the programs is to introduce individuals to a career pathway, which more often times than not requires the attainment of stackable, portable credentials.

While ITAs are the most common method of allocating funding for training activities, the need may arise to conduct customized training in order to meet a business need. The contract that would be formed as a result of an employer needing customized training would be coordinated with the WIOA programs to ensure that funding allocated through that contract does not duplicate or exceed the amounts for ITAs that are distributed for participants.

2. 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

Once a career pathway or occupation has been chosen, all participants on the Adult and Dislocated Worker programs that are interested in training activities through WIOA will be distributed a list of providers and programs in the region that administer training or educational

activities that lead to the occupation or pathway of their choice. The providers and programs that will be given to the participant will only include those that have been approved for the Virginia Eligible Training Provider List (ETPL). This list will include the provider name, the cost of the program, and performance information, if any, that has been gathered. This information can all be found on the Virginia Workforce Connection, the system of record for the Commonwealth, and participants will be directed there to conduct research on the best provider and program of their choice. While the WIOA Youth program is not required to adhere to the Virginia ETPL list, the PWN Board and Council (CLEO) strongly encourage the use of this list when providing services to participants.

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 community colleges throughout the region have been excellent partners in the workforce development system and continue to provide essential resources to the region's job seekers and employers. PWN has strived to make them an integral partner and involved in many of the initiatives being undertaken by the Board, Council, and committees. Not only have representatives of the community colleges become present at the comprehensive and affiliate One Stop Centers in the region, representatives from 2 of 3 of the colleges in the region are represented on the PWN Board and also chair two of the committees that oversee detailed operations. In any future developments of initiatives in the region, PWN will always involve the community colleges in discussions as their expertise of education and training needs and opportunities is not duplicated by any other partner.

There are many ways in which PWN already collaborates with the community colleges on initiatives in the region. As the community colleges have been designated the training coordinators by the Code of Virginia, many of the initiatives that are undertaken by the PWN related to training are coordinated or developed in partnership with community college staff. The Virginia Incumbent Worker Innovation Program funding that was secured by PWN in June 2016 had significant development assistance by community college staff, and the outreach to local employers regarding this program has largely been conducted by community college staff. By capitalizing on current staff at the community colleges that are assigned to conduct employer outreach and have them promote the incumbent worker training funds available, PWN is able to operate the grant without additional staff for program management. PWN also leverages the funding that is provided through the Workforce Credentials Grant to better serve job seekers and employers in the region and will continue to do so to stretch dollars further.

In the future, PWN will continue to serve on Employer Advisory Councils with the community colleges to offer input and advice on curriculums and programs needed by the local employers. PWN will also encourage further collaboration between Title II – Adult Education and Literacy providers and the community colleges to create contextualized training opportunities for individuals with barriers to employment and/or basic skills deficient populations. In order for PWN to be successful in assisting the individuals who remain unemployed or underemployed at the present, all partners must work together to address their skill deficiencies and help them work toward career pathways development.

Utilizing the community colleges expertise further, and by partnering with regional and local economic development offices, PWN will explore the possibility of hosting a regional summit on workforce and economic development initiatives and activities for local employers.

Employers in the region are interested in the events and resources available to them and the steps being taken to make the region and localities more prosperous for their business to grow and succeed.

L. 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.

Collaboration with education, especially with secondary education programs and activities, has been an area in which PWN and the partners in the workforce development system have been striving to improve. K-12 school systems have recently become more involved with the PWN Board and Council, with Career and Technical Education (CTE) representatives serving at the committee level to the PWN Board. PWN has also been involved with CTE advisory councils in a couple of the localities in the region, providing data and information regarding workforce trends, employer needs, and occupation and credential demands. One of the ways in which PWN can further collaboration with all CTE groups in the region is to request to be a member of CTE groups for the local school systems. These groups are an entry way to the school systems and will provide opportunities for PWN to promote services and programs that are available to youth in the region to help them prepare for employment or post-secondary education.

All of the workforce development system partners are tasked with serving youth in some capacity, and it is important that the partners understand the goals and measures that each partner must meet with this population. In order to eliminate the duplication of services and capitalize on

the potential to leverage funding sources, PWN and the partners in the system will work together to develop strategies to serve youth through the public school system. One potential strategy would be to convene the partners in the One Stop Center that provide services to youth, such as the Department for Aging and Rehabilitative Services, WIOA Title I Youth Programs, etc. to discuss workshops and seminars that could be conducted on-site at local high schools to students. Potential topics for these workshops could be resumes and cover letter development, social media etiquette, interviewing tactics, and more. By providing these workshops, the workforce development system would be bringing services in-house and into rural communities, as well as recruiting and screening for potential participants. Another strategy would be for One Stop partners to provide job information directly to high school guidance counselors who work with those about to graduate to provide direct matches and referrals to local employers and the One Stop system for services.

In 2014, PWN began an event known as the Help Wanted! Teen Opportunities Fair, which occurs in early Spring solely for youth ages 16-24. This event brings together employers, nonprofit organizations, workforce development system partners, and local school systems, to provide an opportunity for youth to explore employment, internship, and volunteer opportunities. Having the participation by the local school systems allows them to drive the conversations and provide input on the needs and wants of their students. This event will continue to be held and PWN will be working with the local school systems to look for ways to improve operations and expand services.

Another strategy that will be implemented by PWN and its partner organization will be the development of specific marketing and informational materials to distribute to the K-12 school systems, including CTE departments. These materials will include cheat sheets for school

staff on the services available, including potential eligibility requirements, flyers and marketing materials to distribute to parents, and information on post-secondary workshops and resources available in the region. There is also discussion to develop a 12 month calendar that would be general in nature and lay out events that are conducted and facilitated by the workforce development system. This would include any job fairs that occur, seasonal and peak hiring seasons for local employers (depending on industry), events held at the One Stops in the region, and more.

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)(1)(A) and (B)(i) and WIOA sec. 232.

Adult Education and Literacy services have changed under the new WIOA legislation with the mandate that services be expanded with no financial resources to make the necessary changes. Traditionally, in PWN's region, Adult Education and Literacy activities are the services that have the least financial backing, and the need to access additional resources and eliminate duplication among partners applies to Title II more than ever. In order for the organizations providing Title II services to be successful, it will be a necessity for those organizations to have access to training dollars through Title I WIOA programs. Integrated education has been a proven successful model in the region and Adult Education providers are poised to implement these training programs, such as Plugged In, in an enhanced way going forward. By adding the organizations that administer Title II to the Virginia Eligible Training Provider List, these organizations will have access to training funds to further expand these successful programs. It will also be important to make sure that all financial resources are being leveraged, and that costs

for programs that lead to credential are affordable for not only the individual, but also for the programs supporting those individuals.

Another important aspect of Title II programs is the capacity to bring the lowest skilled population, including English Language Learners and individuals with low basic skills, to a place where they are ready to enter the career pathways in PWN's target industries. By providing foundational skills, such as customer service, basic skills to achieve a high school diploma or equivalent, or digital literacy competencies, individuals will be more prepared and have greater opportunities for success in self-sufficient, in-demand occupations. Integrated education that includes foundational skills being taught at the same time as more technical skills, such as training that leads to a credential, will be a model that PWN works toward in the future. This will involve discussions among agencies in the workforce development system on how to achieve this goal. One barrier that does currently exist is the minimum education requirements needed to enter courses with the community colleges. PWN will work with the community college partners and adult education providers to break down this barrier and make integrated education a possibility for the region.

Due to the high cost of living in our region, the lowest skilled population often needs technical training to get 'stepping stone' jobs that pay more than minimum wage while they build the skills, or get the high school equivalency, required for jobs in the four industry sectors that PWN has identified. Title I funds may be used on a case by case basis to provide technical training for these 'stepping stone' jobs, many of which are in other industry sectors, provided that they align with a job in one of the four identified target industries: Business & Financial Services, Health Services, Information Technology, and Manufacturing/Distribution.

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.

PWN will adhere to the priority of service provision in the WIOA legislation for Adult career and training services. A policy has been developed to enforce this priority of service, and has been attached in Appendix A.

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.

The PWN and the One Stop Centers embrace technology and look for ways to incorporate new strategies with technology into daily operations. One challenge to doing this is funding for the equipment to upgrade the systems in place. In FY2017, PWN allocated funding to purchase iPads for the comprehensive One Stop in Charlottesville to potentially make the sign-in and referral process smoother for visitors. PWN also allocated funding to purchase two (2) sets of laptop computers, one set for Planning District 10 and one set for Planning District 9, to be used as mobile computer labs. These computers can be checked out of the One Stop Centers by any partner agency and taken to rural and outlying counties to conduct workshops, perform intakes, and provide services that are convenient for the region's constituents. The

funding that was allocated for these activities came solely from money contributed to PWN by the localities through their annual budget cycles.

Case management can also benefit from the use of technology and integrated systems. Ideally, the core partners in the One Stop System that will consistently be utilizing co-enrollment to leverage resources, Title I – WIOA Programs, Title II – Adult Education and Literacy, Title III – Wagner Peyser, and Title IV – Vocational Rehabilitation, would all share the same case management system and have the ability to see activities and services through technology. With the Commonwealth of Virginia receiving funding to research the possibility of a Common Intake system, PWN will participate as much as possible to provide feedback and input on a system and how it could function within the Local Workforce Development Areas. In the meantime, PWN will commit to working with the Virginia Community College System in order to explore the possibility of having WIOA case management files stored electronically. This will reduce costs for the programs as well as provide easy access to case management staff and allow for travel to more rural areas.

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.

Wagner-Peyser services are detailed in Title III of the WIOA legislation, and in Virginia, are administered by the Virginia Employment Commission (VEC). The VEC regional office located within PWN’s region operates these programs and provides a labor exchange system (Virginia Workforce Connection (VaWC)) that facilitates the connection between employers and job seekers. The VaWC system provides a location for job seekers to search available employment opportunities and connects them with the hiring process to apply for those positions

and also provides an outlet for employers to post their jobs and recruit potential employees. Self-services are also available through the VaWC system and are promoted through the Comprehensive and Affiliate One Stop Centers. The WIOA One Stop and Program Operator coordinates with the services provided by the VaWC and works side-by-side with VEC staff, especially in the comprehensive One Stop Center to provide career services. As stated by policy developed by the Virginia Board of Workforce Development, the primary provider of career services will be VEC staff, with other partners assisting when necessary.

PWN works with the VEC, as well as the other partners in the workforce development system to provide comprehensive services to the business community as well as job seekers. By using the Business Services Teams as the single point of contact outlet for employers, the coordination of these teams eliminates the duplication of services. The One Stop Management Teams oversee the general operations of the One Stop Centers, which include Business Services, and oversee the service delivery processes put into place in order to provide services to employers and job seekers. The Management Teams consist of regional or local managers from all of core partners, as well as other partners that are co-located at the One Stop Centers. Both of these teams have been put into place to provide an outlet for coordination and a discussion group for continuous improvement methods.

The local Memorandum of Understanding (MOU) that will be developed to comply with the new WIOA legislation will detail the roles and responsibilities of each of the core and required partners and the services that each will provide to employers and job seekers as a part of the workforce development system. The MOU will be developed in compliance with this Local Plan, with the vision of the Virginia Combined State Plan in mind, and with adherence to any Virginia Board of Workforce Development policies that have been developed.

Q. FISCAL AGENT

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

1. 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

As the PWN is not an official entity, the Chief Local Elected Official has designated that the Central Virginia Partnership for Economic Development will serve as the fiscal and administrative agent for the region. The Central Virginia Partnership is the regional economic development organization covering the City of Charlottesville and the Counties of Albemarle, Culpeper, Fluvanna, Greene, Louisa, Madison, Nelson, and Orange. Fauquier and Rappahannock Counties do not identify with a regional economic development organization, but are included within GO Virginia Region 9, and the Central Virginia Partnership is the lead organization for this initiative.

An agreement between the City of Charlottesville, the PWN Council, which is made up of the Chief Local Elected Official, or their designee, from each of the eleven localities, and the Central Virginia Partnership exists which outlines the duties of the fiscal and administrative agreement. This agreement has been attached in Appendix A of the Local Plan. The Central Virginia Partnership provides quarterly reports to the PWN Council and review of the fiscal and administrative agents duties are done on an ongoing basis.

2. The methods and strategies used to ensure timely expenditure of WIA funds

PWN Board staff, who are employees of the Central Virginia Partnership, ensure the timely expenditure of funds in partnership with the WIOA One Stop and Program Operator. During the budgetary process, the Central Virginia Partnership and PWN Board staff review current year allocations, carryforward funds, and projected expenditures for the year. During the year, the Grant Accountant and Assistant Director ensure that funds are spent on a first-in-first-out basis when possible, but also analyze the proper program year to categorize expenditures toward. The expenditures are monitored on a monthly basis during the reimbursement process and discussions are held with the WIOA Program Operator to analyze budget versus actual amounts. When funds are not spent in a timely manner, the WIOA Program Operator and PWN Board staff work together to come up with solutions for how to increase the level of spending, including transferring funds, the creation of new programs, or additional staff in different programs.

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

PWN follows the City of Charlottesville's local procurement process, as the City is the Grant Recipient of WIOA funding for Local Workforce Development Area 6. In terms of the WIOA One Stop and Program Operator for the Adult, Dislocated Worker, and Youth programs, PWN uses a competitive procurement process which outlines the statement of work, funding allocations, and general terms and conditions for program. This procurement process occurs at a maximum of once every three years, which each contract being awarded for one year with the possibility of two one year extensions. A Request for Proposals (RFP) is released detailing the parameters of the grant and technical assistance conferences are provided to potential bidders. A general list of organizations that have submitted in the past, partners in the workforce development system, economic development leaders, and county administrators and staff is used

to distribute the RFP announcement. The notification is also sent to partners at the state level organizations, such as VCCS, VEC, DARS, and Department of Education. This process also applies to other discretionary grants that are received from PWN that require competitive procurement.

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

The annual allocation of WIOA funds in PWN's region has become the second lowest allocation in the Commonwealth of Virginia. With limited amounts of WIOA funding available, the funding mandates required for training expenditures, and the large demand for training by the region's constituents, PWN has had to explore possibilities for additional funding. While the Department of Labor frequently releases funding opportunities other than the WIOA programs, PWN does not consider these dollars a priority when looking for additional funding sources. PWN's region has a generous number of non-profits and community agencies that are interested in funding activities associated with workforce development. Agencies such as the United Way and the Charlottesville Area Community Foundation release annual funding opportunities that PWN can capitalize on for additional resources. In order to maximize future applications for all agencies within the workforce development system, all core and required partners have agreed to collaborate on as many grant applications as possible, instead of creating competition amongst partners within the system. This will include vetting potential grant opportunities through the One Stop Management Teams as well as the Program Planning & Service Delivery Committee, which includes a number of the core and required partners in the system. Additional funding that is received by PWN will be leveraged with existing WIOA funding in order to focus WIOA funds on training expenditures.

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.

PWN provides a competitive procurement opportunity for organizations interested in operating the WIOA Title I Activities, including One Stop Operator, Career Services, and the Adult, Dislocated Worker, and Youth Programs. The procurement cycle occurs at a maximum of every three years, and is awarded to successful bidders for one year with an option for two one year renewals. The previous procurement cycle began July 1, 2015 and runs through June 30, 2017 with a possibility for one additional year renewal until June 30, 2018. A Request for Proposals (RFP(s)) will be released in early 2018 for One Stop Operator, Career Services, and the Adult, Dislocated Worker, and Youth programs under WIOA. The RFP(s) will detail a statement of work, goals for the PWN, potential funding allocations, and general terms and conditions of being selected as the contractor. In order to comply with public notice requirements, the announcement will be placed on the PWN & Central Virginia Partnership for Economic Development's website, posted in the local newspapers, and also sent to a general distribution list that includes workforce development system partners, local elected officials, county administrators and staff, as well as state officials from VCCS, VEC, and DARS. A committee established by the PWN Board reviews the submissions to the RFP(s) and makes a recommendation to the PWN Board and Council (CLEOs) for an award to be made. Once an intent to award has been made, public notice of that decision will be made for 10 days prior to the award being finalized using the same distribution and posting process as noted above. Contracts that are made with the awardees are based on items noted in the RFP(s).

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.

The performance levels that have been negotiated with the Virginia Community College System, as Title I Administrator for the Commonwealth of Virginia are as follows:

PWN Performance Measures – PY2016 & PY2017

Adult	PWN	Virginia
Employment 2 nd Quarter After Exit	73.8%	77.0%
Employment 4 th Quarter After Exit	78.3%	85.0%
Median Earnings 2 nd Quarter After Exit	\$3,286	\$5,500
Credential Attainment	61.0%	61.0%
Measurable Skills Gain	<i>Baseline</i>	<i>Baseline</i>
Dislocated Worker	PWN	Virginia
Employment 2 nd Quarter After Exit	77.8%	83.0%
Employment 4 th Quarter After Exit	83.0%	85.0%
Median Earnings 2 nd Quarter After Exit	\$6,027	\$7,600
Credential Attainment	74.1%	64.0%
Measurable Skills Gain	<i>Baseline</i>	<i>Baseline</i>
Youth	PWN	Virginia
Employment 2 nd Quarter After Exit	72.4%	63.0%
Employment 4 th Quarter After Exit	61.5%	60.0%
Median Earnings 2 nd Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>
Credential Attainment	77.6%	68.0%
Measurable Skills Gain	<i>Baseline</i>	<i>Baseline</i>

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.

Three aspects have been determined to the local area designation process to receive subsequent designation by the Governor of Virginia, and PWN will use these aspects to maintain its status as a high performing WDB.

Performed Successfully – PWN has continued to perform successfully by meeting or exceeding WIA performance standards in the past 4 years. PWN continues to strive for this same level of performance and works with the WIOA Title I Operator to ensure that high performance continues.

Sustained Fiscal Integrity – PWN has maintained fiscal integrity and has never had a formal determination done by the Department of Labor. PWN staff continue to monitor on a weekly basis expenditures and budgets to ensure fiscal integrity.

Local Planning Regions – PWN is poised well as a planning region, but works with the surrounding areas on a frequent basis to assist employers and job seekers in need. PWN’s region also coincides with the new GO Virginia region 9, providing an additional opportunity for collaboration between economic development and workforce development partners.

U. PUBLIC COMMENT PERIOD

Provide a description of the process used by the Local WDB, consistent with WIOA sec. 108(d), to provide no less than a 30-day 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.

PWN has utilized a public process throughout the entire development of the Local Plan for the region. Meetings were held with a team of partners, Board members, and other system participants to develop the Local Plan in a collaborative manner. The team composition and attendance at scheduled meetings was as follows:

Local Plan Development Team Members

Name	Organization	Program
Richard Sindy	Virginia Employment Commission (VEC)	Title III – Wagner-Peyser Jobs for Veterans State Grants (JVSG)
Susan Erno	Thomas Jefferson Adult and Career Education (TJACE)	Title II – Adult Education and Literacy
Carol Coffey		
Caroline Smeltz	Piedmont Regional Adult and Continuing Education (PRACEP)	
Ginger Hilleary		

Martha O’Keefe	Germanna Community College	Community College
Ben Sherman		
Valerie Palamountain	Piedmont Virginia Community College	
Carlene Hurdle	Lord Fairfax Community College	Economic Development
	Fauquier County Economic Development	
Naomi Aitken	Department for Aging and Rehabilitative Services	Title IV – Vocational Rehabilitation
Tiffany Jenkins		
Mike Thelk	Department for Blind and Vision Impaired	
Ridge Schuyler	Piedmont Virginia Community College	SNAP Employment & Training
	Charlottesville Works Initiative	Community Based Organization
Sam Spencer	Albemarle Social Services	TANF/VIEW
Diane Kuknyo	City of Charlottesville Social Services	
Kelly Logan		
Carol Lee	Madison County Social Services	
Lisa Peacock	Culpeper Human Services	
Laura Brown	Fauquier County Social Services	
Casey Carwile	Design Electric	Registered Apprenticeship
		Business Representative
Marty Bywaters-Baldwin	Rappahannock Goodwill Industries	WIOA and One Stop Operator
Clay Stein	Goodwill Industries of the Valleys	

Local Plan Development Meeting Attendance

Team Member	Oct 4th	Oct 19th	Oct 26th	Nov 9th	Nov 30th	Jan 5th
Richard Sindy	X	X	X	X	X	
Susan Erno		X	X	X	X	X
Ginger Hilleary			X	X		X
Carlene Hurdle	X	X		X		
Martha O’Keefe		X	X			
Ben Sherman				X	X	
Valerie Palamountain			X	X	X	
Naomi Aitken	X	X	X	X		
Tiffany Jenkins	X	X	X			
Mike Thelk	X			X		
Ridge Schuyler	X	X	X	X	X	X
Sam Spencer	X	X		X		
Diane Kuknyo		X				
Carol Lee		X				
Lisa Peacock		X				
Casey Carwile	X	X	X	X	X	
Marty Bywaters-Baldwin	X		X	X	X	X
Clay Stein		X	X	X	X	
Kelly Logan		X	X	X		
Caroline Smeltz		X	X	X	X	X
Laura Brown				X	X	
Carol Coffey			X	X		X

Once a draft of the Local Plan was completed, an initial copy was distributed to the development team for review, comments, questions, and/or concerns. Once the partners had a chance to weigh in on the draft, the Local Plan was released on February 1, 2017 for public comment. The Local Plan was posted on the PWN website (<http://www.piedmontworkforce.net>) and notification of its posting was distributed to PWN Board and Council members, Local Elected Officials, K-12 Representatives, all core and required partners, as well as posted in the local newspapers (The Daily Progress and Culpeper Star-Exponent). Public comments on the document were accepted from February 1, 2016 through February 14, 2016 at 11:59 P.M. (14 day period). All public comments are incorporated in the Local Plan in Section V.

V. PUBLIC COMMENT SECTION

The following comments were received during the public comment period for Piedmont Workforce Network’s Local Plan, which ran from February 1, 2017 through February 14, 2017. All public comments were reviewed by the Local Workforce Development Board and the Chief Local Elected Officials (Council) and the responses were formulated and approved.

Section F – Adult & Dislocated Worker Services Provided

The section entitled *Adult & Dislocated Worker Services Provided* provides a detailed description of the services provided in the region to the Adult and Dislocated Worker populations. This includes the provision of career services, the definition of self-sufficiency, and the strategies to be implemented regarding hard-to-serve populations with barriers to employment.

Comment: A commenter noted that they liked the change in legislation that a participant can now access training dollars without having to go through core and intensive services first. The commenter noted that it should help attract more participants, especially those needing a job quickly. The commenter stated that it was very well written and captures strategies to assist those most hard to serve and with multiple barriers.

PWN's Response: The Board and Council thanked the commenter for their thoughts.

Comment: A commenter noted that the chart describing the triage of services available to the Adult and Dislocated Worker populations be amended to include a Supportive Service referral during Training Activities.

PWN's Response: The Board and Council agree that Supportive Services are critical to the success of individuals in education and employment activities, and a box has been added to reflect this referral process.

Comment: A commenter noted that the screening of supportive service should also be involved in the main strategy of customer flow, along with “skill development and training services, rather than immediate placement.”

PWN's Response: The Board and Council agree and have added supportive services to the customer flow description on page 90.

Section C – Business Services

The section entitled *Business Services* provides a detailed description of the strategies and implementation methods that will be used by the workforce system and its partners to provide services to the region’s business community.

Comment: A commenter noted that Piedmont Virginia Community College’s Self-Sufficient Program, which is a partnership between the community college and the regional chamber of commerce and uses a peer network to recruit job seekers, could also be considered a best-practice model implemented by PWN partners.

PWN's Response: The Board and Council agree that this is an excellent example of a best practice in the region and have added this into the Local Plan. The section on page 70 under Business Services has been amended to include this program.

Comment: A commenter noted that PWN should not only consider real but also virtual tours of local employer facilities in the region.

PWN's Response: The Board and Council agree that the use of technology is crucial to raising awareness and providing more services, especially in the rural localities. The second on page 71 under Business Services has been amended to include the words “real and virtual”.

Section E – One Stop System

The section titled *One Stop System* describes the services that will be available through the One Stop System, including the physical locations of One Stop Comprehensive and Affiliate Centers, partner co-location, and virtual services available to constituents.

Comment: A commenter noted that many of the customers that the One-Stop is trying to reach, including in remote areas, feel disconnected from “systems and institutions”. The commenter notes that in addition to trying to reach them directly through technology, PWN should also explore how best to use technology to get information to well-connected people in those disconnected communities, who can then take that information directly to PWN’s potential customers. The commenter states that people are much more likely to act on information they get from a friend or someone that they trust. The commenter requests that an additional paragraph could read: “PWN will explore the possibilities of using technology to leverage existing social networks to connect job seekers with One Stop partners by sending job and resource information to well-respected, well-connected members of the community.”

PWN's Response: PWN agrees with the commenter and has added the sentence to the One Stop System description on page 79.

Section J – Training Services

This section describes the methodology used to provide training services to the region’s job seekers and employers.

Comment: A commenter noted that PWN should explore the possibilities of using technology to help WIOA Title I staff connect job-seekers to partners who provide supportive services, which could both leverage a broader base of community partners who have capacity to serve those job seekers and thus provide a core comprehensive suite of services to individual job seekers.

PWN’s Response: The Board and Council agrees and has received this comment in a previous section (One Stop System) and has amended the language to incorporate the use of technology in an enhanced way.

Section L – Collaboration with Education

Comment: A commenter noted that another strategy would be to provide job information directly to high school guidance counselors who work with those about to graduate, and have those counselors recruit students who would be good matches for the job and who would qualify for services from One Stop partners.

PWN’s Response: The Board and Council agree that this is an excellent idea to engage the K-12 system and have added it to the strategies that will be used on page 109.

Section M – Collaboration with Adult Education and Literacy

This section describes the collaboration of the workforce system and services delivered through the partner agencies with adult education and literacy activities in the region.

Comment: A commenter noted that acquiring basic skills and attaining a high school equivalency can often be a length process. In order to cover the high cost of rent and other basic necessities in the region, individuals need to make more than minimum wage while they are building the basic

skills and attaining the credentials needed for entry-level jobs in PWN’s four industry sectors. To make more than minimum wage, they need to develop some technical and workplace skills. The comments noted that in light of the above, the following should be added to this section: “Due to the high cost of living in our region, the lowest skilled population often needs technical training to get ‘stepping stone’ jobs that pay more than minimum wage while they build the skills, or get the high school equivalency, required for jobs in the four sectors PWN has identified. Title I and Title IV funds may be used to provide technical training for these ‘stepping stone’ jobs, many of which are in other industry sectors, provided that they align with a job in one of the four identified sectors.”

PWN’s Response: PWN agrees that it’s important to look at everyone’s skills on an individual basis, especially for those that have significant barriers to employment. Title II funds should be used on Title II activities to get the individual’s basic skills and/or high school equivalency up to date. Title I funds may be used on a case by case basis to assist with technical training, and this section on page 111 has been amended to note this strategy.

Comment: A commenter noted that clarification is needed around what activities Title I funding can be used for surrounding Adult Education & Literacy services.

PWN’s Response: Title II funding is provided to regional adult education and literacy providers throughout the region to provide English as a Second Language services, basic skills improvement, workplace readiness improvement, and assistance with obtaining a high school diploma or its equivalent. Title I funding should not be used for these activities, but can be used for technical training that leads to industry-recognized credentials and skills promoting self-sufficiency and job placement in targeted industries.

