

WEST PIEDMONT WORKFORCE INVESTMENT BOARD

Local Plan 2013 to 2018

Effective Date: July 1, 2013, to June 30, 2018

Revision Date: October 15, 2013

Title: West Piedmont Workforce Investment Board Local Plan 2013 to 2018

Purpose

The Workforce Investment Act of 1998, Section 111(d)(2)(B); Section 117(d)(1); Section 117(h)(4)(A); and Section 118, requires that the West Piedmont Workforce Investment Board (WPWIB), in partnership with the region’s local elected officials, develop and submit to the Governor a comprehensive five-year local plan. WIA further requires plans to be consistent with the State Plan.

Service Region

WPWIB, Area 17, consists of Danville and Martinsville and the counties of Henry, Patrick and Pittsylvania.

Background

As specified in the Virginia Workforce Letter (VWL) #12-03, “Requirements for Virginia Workforce Network 2012 Local Plans,” the WPWIB has elected to incorporate into its Local Plan its approved five-year strategic priorities, while adhering to the requirements as outlined in the Local Plan Contents and Process section of VWL #12-03, which in the WPWIB’s view, will help to advance the mission of the Virginia Workforce Network to “prepare individuals for the careers of today and tomorrow and connect businesses to a highly skilled workforce.”

Furthermore, the WPWIB is optimistic its strategic priorities will engage the region’s education attainment, employment, wealth and earned income. The charts below visualize that in order to meet these target values or outcomes more than WIA-funded-activities will need to occur, further positioning the WPWIB to be either a catalyst for change, intermediary/broker, strategic investor or community facilitator/convener.

Education							
KPI	Current Value	Target Value '13	Target Value '14	Target Value '15	Target Value '16	Target Value '17	End Target Value
Proportion of population without high school diploma or better	24.1%	21.7%	19.3%	16.9%	14.5%	12.1%	12.1%
Proportion of population with bachelor's degree or higher	14.2%	18.4%	22.5%	26.7%	30.9%	35.1%	35.1%

Employment							
KPI	Current Value	Target Value '13	Target Value '14	Target Value '15	Target Value '16	Target Value '17	End Target Value
Unemployment Rate	10.7%	9.7%	8.8%	7.8%	6.9%	5.9%	5.9%
Employment Retention Rate	91.3%	91.3%	91.3%	91.3%	91.3%	91.3%	91.3%

Income							
KPI	Current Value	Target Value '13	Target Value '14	Target Value '15	Target Value '16	Target Value '17	End Target Value
Median Household Income	\$34,240	\$39,768	\$45,297	\$50,825	\$56,354	\$61,882	\$61,882
Average Hourly Wage	\$13.61	\$15.76	\$17.91	\$20.06	\$22.20	\$24.35	24.35

Wealth							
KPI	Current Value	Target Value '13	Target Value '14	Target Value '15	Target Value '16	Target Value '17	End Target Value
Poverty Rate	19.5%	17.6%	15.8%	14.0%	12.1%	10.3%	10.3%
Median Housing Values	\$96,040	\$125,452	\$154,864	\$184,276	\$213,688	\$243,100	\$243,100

On December 17, 2012, the WPWIB adopted the following vision and mission statements, goals and strategic objectives and activities in hopes of improving the aforementioned key performance indicators, which will help the state with its identified priorities in workforce development.

- **Vision statement** – In the West Piedmont region, employers have access to a skilled workforce and individuals maximize their desired career potential.
- **Mission statement** – The West Piedmont Workforce Investment Board improves the quality of the local workforce, increases employment opportunities and wealth and enhances the productivity and competitiveness of employers.
- **Goal 1** – Raise the skill level of workers in order to increase access to employment opportunities and post-secondary education.
 1. **Objective 1** – Support and expand programs that combine GED preparation and industry specific with sector driven skills training.
 - Conduct an inventory of GED programs, including employer-based, and convene a task force to assess funding and policy barriers that limit capacity.
 - Partner with adult basic education to explore launching GED testing centers in the region (as defined by Pearson Vue) and launch if need is determined.
 - Evaluate the success of Business IQ Program (pilot program with the Martinsville-Henry County Chamber of Commerce from several years ago) and launch program region wide if outcomes are considered positive.
 - Convene high school and adult career coaches to determine needs to access funding and needed capacity.
 - Evaluate the success of Danville Public Schools’ Plugged-In GED Program and launch region wide if outcomes are positive.
 - Evaluate the success of Middle College region wide and determine if there is a need for increased capacity and increase capacity if needed.
 2. **Objective 2** – Address barriers that limit employment (policy, capacity, infrastructure and cultural).
 - Support region’s efforts to become a certified work-ready community.
 - Continue to partner with key partners to leverage alternative revenue sources for workforce services.
 - Support the region’s already established industry clusters in advanced manufacturing, healthcare and IT.
 - Support/attend region’s already established training provider roundtables.
- **Goal 2** – Promote a skilled workforce and workforce system
 1. **Objective 1** – Engage employers, educators and community organizations in the outreach of a campaign to change the culture of education.
 - Extend an invitation out to public relations and marketing professionals from business, education, government and nonprofits in the region to attend an event to brainstorm the idea of developing a shared public awareness campaign.
 - Based on the above outcome, continue task force to create, launch and manage public awareness campaign.
 - Leverage other sources of revenue for campaign.
 - Continue to develop and launch entrepreneurship education and public awareness campaign targeted to educators and youth.
 - Support Smart Beginnings to launch Star Quality childcare centers (through credentialing of mentors and raters).

These strategic objectives and activities, along with the integration of services at the WPWIB's Virginia Workforce Centers and established collaborative partnerships, have been incorporated into the state's identified "Workforce System Policy Emphases," which are **career pathways, branding and customer services, business services, credential attainment, industry sectors/pipeline expansion, labor market information, service delivery integration and veteran's workforce services.**

Career Pathways

As mentioned in the VWL #12-03, "Virginia is using the career pathways model as a primary vehicle for meeting local and regional business needs for a prepared workforce and for meeting individual needs for job placement and career progression." The WPWIB agrees with the Virginia Workforce Council that the "career pathways model is an effective strategy to help individuals of all skill levels, particularly those who are low-skilled, to pursue, progress through and complete the education and training they need to attain industry-recognized credentials and secure employment that leads to self-sufficiency and sustainability." The Virginia Workforce Council also encourages WIBs to have a clear sequence of education and training courses and credentials that are built around the following list of features (as described in a report, "The Promise of Career Pathways Systems Change: What Role should Workforce Investment Systems Play? What Benefits will Result?"). Immediately after each listed attribute is a description of the WPWIB's roles and local actions to develop and implement successful career pathways systems.

1. **Sector Strategies** – the WPWIB commissioned a [Workforce Analysis](#) in December 2011 to determine high growth occupations. These occupations were categorized primarily into three sectors of advanced manufacturing, healthcare and high technology. As a member of the Danville Region Regional Collaborative, the WPWIB supports and participates in the following three sector partnership meetings regularly where employers are engaged to determine skill requirements for employment and career progression:
 - a. Advanced manufacturing, consisting of nearly 20 manufacturers in the region
 - b. Healthcare, consisting of the region's hospital CEOs and human resource managers when appropriate
 - c. High Technology, consisting of the membership of the Southern Piedmont Technology Council
2. **Stackable Educational and Training Options** – WPWIB staff meets regularly with the community colleges' career coaches, K-12 guidance counselors and career & technical education staff (and at times their advisory groups) across the region to help give labor market and WIA-related resource information, supporting identified occupations in-demand so that students are put on career paths where credentials are earned, internships are leveraged and barriers are eliminated, leading to available employment opportunities in the region.
3. **Contextualized Learning** – Coordinated by the WPWIB's program contractors, the WPWIB supports numerous work-ready programs at the Virginia Workforce Centers and within the region's high schools, community colleges and community based organizations (i.e., Boys & Girls Club). These work-ready programs include, but are not limited to, resume writing, mock interviews, computer and financial literacy, dressing for success and employer-specific work-ready needs, like simulating what it is like to work in a food processing manufacturing environment. The WPWIB also supports job clubs and Chamber-of-Commerce-led high school career days and job shadowing programs and encourages our contractors to use [adult internships](#) as a way to make work a central context for learning.
4. **Accelerated and Integrated Education and Training** – As the strategic priorities reflect, the WPWIB supports increasing the capacity of accelerated/integrated

education and training programs, such as Plugged-In Virginia and Middle College that position WIA-eligible individuals to earn a GED credential and industry recognized credential primarily in advanced manufacturing or healthcare with the goal of getting these individuals employed and eager to progress in their chosen profession. In partnership with adult basic education, the WPWIB also has determined that it needs to increase the capacity for individuals to get their GED, so it is exploring how best to secure funds to open another Pearson Vue Center in the region.

5. **Industry-recognized Credentials** – The WPWIB has a policy that it will only subsidize education and training programs and credentials that are documented as in-demand occupation. As mentioned previously, these occupations are primarily in advanced manufacturing, healthcare and high technology. The WPWIB also has long-term initiatives to (1) create a culture of entrepreneurship and (2) support the [Virginia Star Quality Initiative \(VSQI\)](#) in the region.
 - a. **Entrepreneurship** – Offering continuing education credits for high school teachers to incorporate into their curricula entrepreneurship techniques. The WPWIB commissioned an [analysis](#) to canvass the state to determine if there were programs already in place (versus commissioning the community college to development one specific to our region).
 - b. **VSQI** – In partnership with Smart Beginnings, the WPWIB supports creating an infrastructure for Smart Beginnings to certify raters and mentors in the region so that it has the sustainable capacity to keep and maintain exceptional (star rated) public and private childcare centers. It is the WPWIB’s position that quality early education is vital for the region’s emerging workforce to be successful in school, on the job and in life.
6. **Multiple Entry and Exit Points** – The WPWIB oversees and supports two Comprehensive Virginia Workforce Centers and two satellite centers in order to offer the community multiple entry and exits points within the workforce delivery network. Established management teams, consisting of multiple partners at the comprehensive centers, navigate and facilitate this integration process in hopes of keeping services seamless to customers. The Common In-Take Form has been very helpful in monitoring this activity at the comprehensive centers.
7. **Intensive Wraparound Services** – Since WIA is funding source of last resort, the WPWIB’s program contractors are exceptional at leveraging training funds and using a reasonable amount of funds for intensive services to eliminate barriers for WIA-eligible customers to complete training and most recently due to a [revised supportive services policy](#)¹ to retain employment. The WPWIB also is part of an initiative, called the [Community Recovery Program](#), to help individuals, who have been in drug or alcohol rehabilitation, secure employment.
8. **Designs for Working Learners** – In partnership with the region’s economic developers and contingent on the availability of funds, the WPWIB has the option to offer incumbent worker training funds to avert layoffs. The WPWIB conducted a [layoff aversion study](#) in June 2010 and has identified these industries to be chemicals and materials, fabricated metals and equipment, general manufacturing, textiles and wood products. As mentioned in the item #5, the WPWIB is committed to entrepreneurship development and VSQI, which are programs targeting the working learner. The WPWIB also adopted a revised supportive service policy as mentioned in item # 7, for recently placed customers into jobs in which WIA transportation funds can be used if deemed necessary to stay employed.

Branding and Customer Service

¹ Supportive Services for Adults and Dislocated Workers Policy, page 3, “Post-Employment Placement Transportation Services”

Three years ago, the WPWIB reorganized its [standing committee structure](#). One of the new committees created was marketing to centralize consistent written and visual messages of all outreach and public relations efforts. A [style manual](#) was developed, along with three brochures targeting [jobseekers](#), [employers](#) and the [youth](#) and a [PowerPoint template](#) and [folders](#). All contractors are required to use these brochures to recruit participants into programs and to use the PowerPoint template to present WIA-related activity at community meetings. Folders are to be used to contain handout materials. The WPWIB approved a tagline of all services with “Ready for Work, Ready for Life,” and branded its youth programs as the “Youth on the Move.” The “Youth on the Move” logo was designed by a youth participant. The WPWIB also monitors customer service with electronic customer service cards for [jobseekers](#), [employers](#), [youth](#) and [visitors to the website](#). The WPWIB is aware that the state is undergoing a branding initiative and recognizes at the right time it will be required to incorporate the Virginia Workforce Council’s approved Virginia Workforce Network branding strategies.

Business Services

During its strategic planning process, the WPWIB reaffirmed that the employer was its primary customer; and because of this, a concerted effort has been placed in this area of business services. Currently, one of the WPWIB’s One Stop Operators subcontracts with the area’s Chambers of Commerce to engage more employers into the network in two ways: to consider all WIA services, including pre-screening of job applicants and training subsidies (OJTs and adult internships), and to hire WIA clients. The Chambers of Commerce have become the WPWIB’s advocate of all WPWIB-funded activities for employers. For examples of activities and outcomes, click here for year-end program reports from each Chamber: [Martinsville-Henry County](#) and [Danville-Pittsylvania County](#). As stated in VWL #11-04, “Business Services Model,” the board expects all services to employers to build relationships with businesses and business focused organizations (such as economic development agencies), coordinate and streamline services, act as an informational resource (LMI, ADA compliance issues, customize training opportunities, tax credits and federal fidelity bonding), assist with recruiting of qualified applicants and training needs and offer quality individualized services.

Two business service managers at each Chamber are funded with WIA funds. These business service managers are members of the comprehensive Virginia Workforce Centers’ business service teams where ideas are shared and referrals are made among all partners at the centers and within the region.

As highlighted in the strategic plan as part of the WPWIB’s long range planning, the WPWIB is committed to changing the culture of entrepreneurship. As part of this commitment, the WPWIB is collaborating with other stakeholders in the region to launch in the summer months Entrepreneurship Awareness Month where high school educators will have the opportunity to earn continuing education credits in entrepreneurship where they can incorporate entrepreneurship techniques in the classroom and numerous activities for high school students and others with the entrepreneurship mindset to participate in business planning, writing competitions, workshops and classes hopefully igniting the entrepreneurship spirit. To advance this commitment, on February 5, 2013, the WPWIB was fortunate to garner a grant of \$50,000 from the Virginia Department of Community and Housing Development’s Building Collaborative Communities initiative.

Credential Attainment

The WPWIB’s most recent [Workforce Analysis](#) has identified high growth occupation areas in advanced manufacturing, healthcare and high technology. The analysis further reflects that “demand occupations and workforce training needs in the region appear in those occupations

that, although linked to postsecondary education training programs, typically only require some form of the on-the-job-training (OJT) or skills training below the one-year or two-year college certificate level.” As mentioned earlier, the WPWIB supports increasing the capacity for the region for individuals who are unemployed or underemployed have access to contextualized adult basic education and partnership with ABE to attract more individuals into GED attainment programs, like the Plugged-In Virginia program. The region also has been named a demonstration site for Pre-Plugged-In Virginia candidates who are especially hard to serve as they read at or below the fifth grade level.

A path toward credential attainment with the highest demands and largest supply gap has shown the following in the WPWIB’s region:

- **At the experienced and OJT level** – cashiers; customer service representatives; retail salesperson; waiters and waitresses; combined food preparation and serving workers, including fast food; office clerks; general, stock clerks and order fillers; teacher assistants; first-line supervisors/managers of retail sales workers; and truck drivers, heavy and tractor-trailer
- **At the certificate level** – nursing aides, orderlies and attendants; real estate sales agents; and preschool teachers, except special education
- **At the Associates degree level** – registered nurses and dental hygienists
- **At the Bachelor’s degree level** – primarily educators in K-12, except special and vocational education

Recognizing the region’s education attainment level is in the bottom quartile in the state, the WPWIB, as a member of the Dan River Regional Collaborative, is committed to earning the designation of a [Certified Work-Ready Community](#) which will put the region in a position to market levels of skills attainment (versus education attainment levels) and hopefully help economic developers to tell a different story about the quality of the workforce. Skills attainment is based upon the National Career Readiness Certificate. To date, 22 employers have signed on to participate. While CWRC initiative is important, the WPWIB remains committed to improving the levels of education attainment as well.

The WPWIB has a [local demand occupation policy](#) that states WIA intensive and training funds can only be used for documented occupations in demand. Contractors adhere to this policy, which details procedures for developing the demand-driven and high growth occupation lists.

The WPWIB regularly meets or exceeds credential attainment performance measures.

Industry Sectors/Pipeline Expansion

The WPWIB’s identified industry sectors are advanced manufacturing, healthcare and high technology and partners with the community colleges regularly to place WIA-eligible customers in training tailored specific for these industry sectors, such as, but not limited to, the manufacturing technician certification and High-demand Occupational Programs for Employment (HOPE) initiative leading to an advanced manufacturing and allied health credentials. WPWIB contractors also adhere to the board’s certified training provider program list where the board’s Program Planning & Development Committee vets applications for consideration regularly and re-certification annually. These programs support these industry sectors and have [documented proven success rates](#).

The region now has a high school recruitment video into advance manufacturing, which was funded, produced and managed by the Dan River Regional Collaborative (DRRC), which the WPWIB is a member. The video featured regional manufacturers and is part of Virginia Manufacturing Association’s “Dream It, Do It” campaign. The WPWIB also is supportive of DRRC’s efforts to work with the region’s hospitals to place career coaches at the hospitals to

provide (1) development services for incumbent workers and (2) leadership training for supervisors.

Labor Market Information

Labor market information is used regularly by WPWIB staff and WPWIB contractors to analyze market trends, skills shortages and employer needs. The [local demand policy](#) details these processes. In addition to the VEC's LMI, the WPWIB uses published and unpublished data from the Weldon-Cooper Center, economic developed offices, Chambers of Commerce and other sources. From this research a list of demand skills are established, which must:

- Support economic development priorities.
- Focus on industry sectors and clusters, whether present or emerging.
- Address industry-specific or general shortages.
- Enhance basic workplace skills.

Examples of demand skills include, but are not limited to, problem solving, human relations, STEM-related, information management, business management, English language proficiency, interpersonal and teamwork abilities, quality assurance and basic people skills. Entrepreneur programs that lead to a credential also are supported. The WPWIB believes that gaining entrepreneur skills and competencies is necessary for the region's future economic growth.

Service Delivery Integration

The WPWIB adopted the state's recently revised Virginia Workforce Network partner agency MOU for two of its comprehensive Virginia Workforce Centers – one in [Danville](#) and the other in [Martinsville-Henry County](#). Integration of services is primarily managed by the centers' Management Team, which has WPWIB staff support from the One Stop Systems Oversight Manager (the WPWIB's Deputy Director has assumed the responsibilities of the One Stop Systems Oversight Manager effective July 1, 2012). These centers also use the Common In-Take Form to assist with referral intake; and adult and dislocated worker case managers, including those housed at the satellite centers, co-enroll WIA-eligible customers with Trade, adult basic education, DARS and community college grant-funded programs when deemed appropriate for the customer and to leverage alternative revenue sources.

Co-case management primarily centers around two areas: dislocated workers and employers. Adhering to the WPWIB's Trade Adjustment Act (VEC) and WIA (Virginia Workforce Centers) Dislocated Worker Co-enrollment Procedures and guidelines as specified by VCCS, WIA dislocated worker case managers and Trade Act case managers meet regularly to discuss case management files so that goals and training plans are adhered to and case managers also work with other partners to form solutions which maximize services available to customers by leveraging non-WIA funding and resources. Business service managers work closely with the Centers' job developers from each agency to ensure duplication of services is avoided and that employers' needs are met in a timely fashion. An example in which service integration and leveraging of resources works well is that business service managers now can leverage WIA OJT funds with non-OJT also funds available through the Dan River Regional Collaborative in an effort to provide jobseekers with a more effective training experience and assist employers with providing additional customized training opportunities for WIA eligible jobseekers

Veteran's Workforce Services

Within the WPWIB's [declaration of limited adult funding and priority of service policy](#), the WPWIB has established that veterans and spouses of veterans are given priority of service in receipt of employment, training and placement services. In monitoring activity at the centers, the WPWIB recognizes that veterans are not using its services and other services

administered at the centers. As of September 30, 2012, the WPWIB's service region had nearly 19,000 veterans, so this targeted population is not being reached. To assist with integration of veteran services and to attract more veterans into the network, the WPWIB has partnered with Patrick Henry Community College to help increase the region's capacity to make veteran workforce services more of a priority. PHCC was notified in February 2013 that this partnership was approved for funding from the state's rapid response assistance funds of \$250,000.

The WPWIB has agreed to:

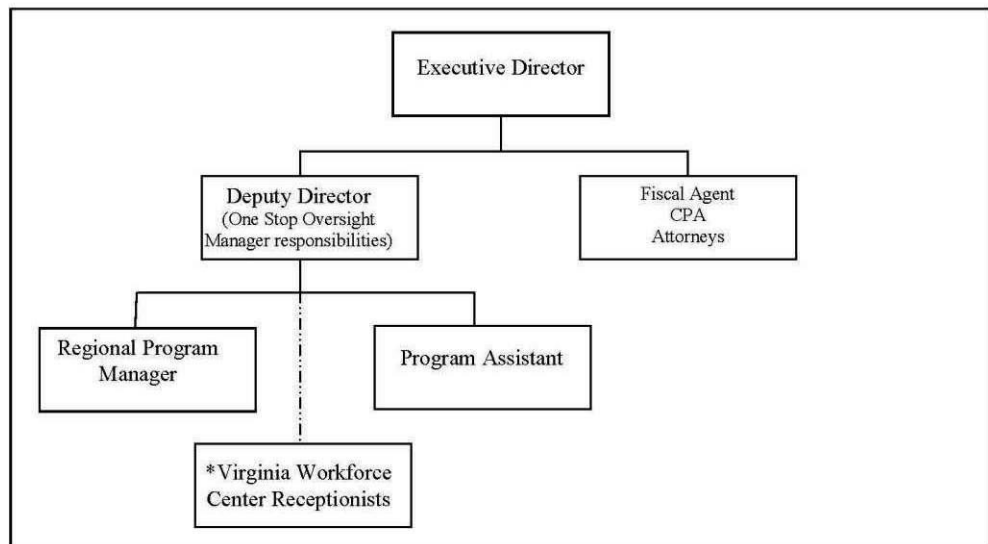
- Assist with the documentation and support of the industry sector approach, primarily in advanced manufacturing, healthcare and high technology, to meet workforce and training needs of potential employers for employing recently separated service men and women.
- Convene industry sector meetings regularly, using the WPWIB's already established network of businesses and formal agreement with the Chamber of Commerce to encourage employer participation with this initiative.
- Monitor program activity of the grant at PHCC and the Virginia Workforce Center, where eligibility, co-enrollment in the WIA dislocated worker program and case management of the veterans will be done by the WPWIB's One Stop Operator.
- Incorporate program activity into the WPWIB's scoreboard where key performance indicators regarding process and outcomes are tracked and monitored and reported publicly at the conclusion of the grant.

This grant is a start to much needed coordinated efforts in the region around workforce needs for veterans.

Requirements

In accordance with WIA Section 118, the following elements are required to be included in the WPWIB's local plan (some of these elements may be repetitive as some were referenced or mentioned in detail in the previous sections of this plan):

- **Governance**
 1. **Staff plans at the WPWIB** – The board recently approved a new position, Program Assistant, to help primarily with oversight of youth programs, and eliminated the One Stop Oversight Manager position. The Deputy Director assumed the responsibilities of the One Stop Oversight Manager. The following organizational chart reflects these changes:



*VWC receptionists report to the Management Teams of each comprehensive center. The One Stop Systems Oversight Manager staffs each Management Team.

The WPWIB adheres to all Equal Opportunity Employment guidelines with regard to recruitment, hiring and contracting opportunities. In each notice of employment or contracting opportunity, the WPWIB indicates its nondiscrimination policy. In addition, the WPWIB has an Equal Opportunity Policy and references it in its monitoring policy and in all requests for proposals as a requirement for contractors. One Stop EO liaisons are listed as a link in the online EO policy. The WPWIB will adhere to its local EO monitoring procedures and use a monitoring tool for onsite compliance verification by reviewers.

2. **Chief Local Elected Officials** – The region’s local elected officials formed a Local Elected Officials (LEO) Consortium consisting of an elected official from each locale (five in total) and a chief paid executive (city manager or county administrator). This consortium meets quarterly and adheres to the [WIA agreement between the board and consortium](#). The most recent agreement was amended and restated on March 28, 2013.
3. **Oversight, Monitoring and Corrective Action** – Monitoring activities are conducted at least once per year, and appropriate corrective actions are administered when evidence indicates possible findings and/or concerns of regulations or policies. The systems of compliance review include, but are not limited to, administrative, financial and programming. The board’s [monitoring policy](#) details monitoring and special investigation processes and procedures.
4. **Contract Management Process** – With **operators/contractors of programs (adult, dislocated worker and youth)**, the board uses a competitive process to select operators/contractors and contracts with these operators/contractors for one program year with the option of renewing the contract for another year, up to three years or 36 months. The board’s staff manages contract activity with oversight from the appropriate [board standing committee](#) (primarily Program Planning and Development, Finance and Youth Council). The board also adopted [public procurement policy and procedures](#) where monitoring contractual obligations are adhered to. In every board contract, there is a provision for unforeseen termination of service agreements. With **training providers**, the board adopted a [training provider policy](#) that details eligibility, recertification, programs approved in other states, including distance learning, enforcement and appeals.

5. **Sunshine Provisions of WIA** – All board meetings are open to the public and posted on the website and with the board’s fiscal agent. During the [New Board Member Orientation](#) process the board is given a Local Government Officials Guide to the Virginia Freedom of Information Act by Roger C. Wiley.

- **Local Market Information** – In general terms, as the WPWIB’s [Workforce Analysis](#) points out, the WPWIB region’s economy lags behind Virginia as a whole and is more vulnerable to economic downturns; and while the region has been making strides to diversify its economy, the region remains heavily dependent on the manufacturing sector. Recent announcements of facilities and plant expansions have shown that a large proportion of the planned new job growth involves companies that can be classified as high technology. Current job openings are in allied health and service sectors (retail and fast food), which are typically at the entry level and below average wages. For the currently employed, average hourly wage is \$14.85 or \$594 weekly, which equates to an annual wage of \$30,888. Based on these statistics, coupled with the fact the region has an aging population, growing poverty rate and low rates of education attainment, the region has been classified as “distressed,” by the Virginia Department of Housing and Community Development. Additional LMI as compiled from Labor Market Statistics are as following:

	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
WPWIB	90,481	82,789	7,692	8.5%
Virginia	4,316,565	4,084,580	231,985	5.4%

As of December 2012

	Number Unemployed	Number Job Openings	Number Unemployed per Job Opening
WPWIB	7,692	2,278	3.38

As of December 2012

As of February 6, 2013, individuals looking for employment were grouped in the following occupations: production, office and administrative support, transportation and materials moving, sales, construction and extraction, management, installation/maintenance/repairs, food preparation/serving, healthcare support, architecture/engineering, building and grounds cleaning/maintenance, protective service, healthcare practitioners/technical, business and finance operations, community and social services, personal care and service, education/training/library, computer and mathematical, arts/design/entertainment/sports/media, life/physical/social science, farming/fishing/forestry, legal and military specific.

Current job openings as mentioned earlier unfortunately do not support the interests of many of the jobseekers. Highest job opens of February 6, 2013, are in heavy and tractor-trailer drivers, fast food, registered nurses, occupational therapists, physical therapists, speech language pathologists, retail salesperson, occupational therapy assistants and retail.

Additional information is available from the VEC’s Economic Information Services Division’s [Community Profile](#) publication on Area 17.

- **One Stop Delivery System Description**

1. **Virginia Workforce Center Operators** – Pittsylvania County Community Action for the two comprehensive centers in Danville and Martinsville-Henry County and one satellite center in Chatham (Pittsylvania County) and Patrick County Public Schools for satellite center in Stuart (Patrick County).
2. **Physical Locations of Virginia Workforce Centers**
 1. Martinsville-Henry County
233 West Commonwealth Blvd., Martinsville, VA
 2. Danville
211 Nor Dan Drive, Suite 1055, Danville, VA
 3. Pittsylvania County
13995 U.S. Highway 29, Suite 400, Chatham, VA
 4. Patrick County
103 West Blue Ridge Street, Stuart, VA
3. **Services provided by each mandated partner** – Services are detailed in the centers MOUs and contracts. All services adhere to the guidelines set forth by federal and state laws. Included in these documents are descriptions of adult and dislocated worker employment and training activities. For details on self-sufficiency, review the board’s [self-sufficiency policy](#).
 1. Martinsville-Henry County [MOU](#) and [contract](#) and [amendment](#)
 2. Danville [MOU](#) and [contract](#) and [amendment](#)
 3. Pittsylvania County [contract](#) and [amendment](#)
 4. Patrick County [contract](#) and [amendment](#)
4. **Continuous Improvement and Staff Development** – The WPWIB invests in ongoing training for WPWIB staff and contractors so that they are aware of all WIA rules and regulations and are confident in their abilities to not only case manage and/or manage integration of services, but also are equipped to career counsel. The WPWIB also coordinates customer service workshops at the centers so that all center staff is customer-centric at all times and monitors customer satisfaction with electronic comment cards as mentioned earlier and adheres to the Virginia Workforce County Policy 10-01 where 60 percent of front-line staff in the centers earn professional workforce development certification. The WPWIB also supports continuous improvement at the board level. It recently joined the National Association of Workforce Board’s Workforce Leadership Council and went through a [board level assessment](#). Areas of opportunity are being implemented and managed by either the board’s Governance or Marketing Committee. The WPWIB also adopted a [Whistleblower Policy](#) in attempts to reflect the network’s commitment to uphold the highest standards of honesty and integrity.
5. **Workforce Center Certification** – The WPWIB’s Deputy Director is managing the center certification process where the Management Teams at each comprehensive center are meeting weekly to self-assess and to position the centers for certification by July 2013. Reports are given to the Program Planning & Development Committee to document progress.
 - **Performance/Measurements** – The WPWIB has developed a scorecard to monitor the [strategic plan and input key performance indicators](#), [outcome key performance indicators](#) and [expenditures](#) and a monthly [Program Statistics Report](#) to evaluate program activity. In regard to the fiscal agent, the board adheres to its [Financial Policies and Procedures](#) and in regard to training providers, the policy on [training provider programs](#).
 - **Adult and Dislocated Worker Employment and Training Activities**
 1. Universal access to core services – All Virginia Workforce Centers in the region have a resource room with access for individuals to job search, draft resumes and cover letters and apply for jobs online. The comprehensive centers also have job clubs to help jobseekers with networking. For employers, the centers will pre-screen applicants and assist with job fairs

2. Access to employment, training and supportive services – As a funder of last resort, the contractors of adult and dislocated worker programs leverage other funds prior to expending WIA funds. Subsidies will only be used if the training supports occupations in demand in the region. [Adult internships](#) are very popular with employers and jobseekers in the region.
 3. Hard to serve population – The WPWIB encourages contractors of the adult and youth out of school programs (which in the board’s view are the hardest to serve) to be creative with outreach by engaging the faith based community, community service agencies and court systems. Wrap around services are then applied to make sure all barriers are eliminated for these individuals to be successful. An example of such a program is the [Community Recovery Program](#), which attempts to reduce problems caused by drug and alcohol substance abuse in the region as mentioned earlier in this document. A path toward recovery addresses and offers assistance and support in areas of education, employment, leisure, mental health, sobriety, spirituality, physical health and housing.
 4. Self-sufficiency – see item #3 under One Stop Delivery System Description regarding [self-sufficiency](#).
- **Rapid Response Activities** – As mandated, the board supports the state’s plan to administer rapid response services to workers and employers dealing with the effects of layoffs and plant closures, including those layoffs and closures that have resulted from imports and natural disasters. At the local level, the One Stop Operator manager takes the lead to coordinate all rapid response services. Prior to this occurring, though, the employer is told to contact the state’s appointed regional rapid response coordinator. [Click here](#) for the state’s flow chart.
 - **Business Services** – As mentioned earlier and as stated in VWL #11-04, “Business Services Model,” the board expects all services to employers to build relationships with businesses and business focused organizations (such as economic development agencies), coordinate and streamline services, act as an informational resource (LMI, ADA compliance issues, customize training opportunities, tax credits and federal fidelity bonding), assist with recruiting of qualified applicants and training needs and offer quality individualized services. [Click here](#) for brochures to employers.
 - **Youth Activities** – Each youth service operator has a contract with the board to administer youth program activities in the region, giving them the flexibility to offer programs unique to a locale. All operators are required to adhere to the 10 program elements and to be creative with outreach and work-ready activities. Contracts are as follows: Henry County Public Schools [contract and amendment](#), Martinsville City Public Schools [contract and amendment](#), Patrick County Public Schools [contract](#) and [amendment](#) and Pittsylvania County Community Action [contract](#) and [amendment](#). The board’s [youth service plan](#) gives guidance on work readiness and life skills activities and determining youth in need of additional assistance and youth who do not meet income eligibility guidelines and assurances pertaining to compliance of child labor and safety regulations.

For example, the Job Corp regional representative is on Youth Council and spends several days per month at the Virginia Workforce Center to assist with the delivery of youth services in the region. In addition, registered apprenticeship programs are offered as a resource for our programs. Providers work closely with the Department of Social Service’s foster care programs and parole officers in juvenile court services. There are also agreements with Adult Education and Career Development Centers to provide outreach and services to dropouts and the school systems to offer work-readiness services to youth with disabilities.

Through a partnership with Virginia State University, the New College Institute’s new initiatives to engage high school students in the pre-engineering program, Academy for Engineering & Technology, offers a paid work experience through internships. This

same program will be expanded to the Danville-Pittsylvania County area through a partnership with the Institute for Advanced Learning and Research and area school systems.

TARE (Training, Assessment, Retention and Employment) is a regionally grant funded program that was awarded to Patrick Henry Community College and Danville Community College. PHCC and DCC work closely with the Departments of Social Services to provide job readiness skills and job skills training to any client 18 years or older who are receiving TANF and/or VIEW benefits. In addition, both Community College campuses offer apprenticeship programs to the broader population. Apprentices receive on-the-job training combined with classroom-related instruction to ensure that the apprentice is fully trained in all areas of their chosen occupation. Students may work part-time or full-time as registered apprentices. They must be actively pursuing career preparation courses or a diploma, certificate or degree program related to their occupation, include apprenticeship related instruction as part of coursework, and enter into a written training agreement that represents a partnership between the employer, the Virginia Apprenticeship Council, and the student. Apprentices are awarded a journeyman certificate from the Commonwealth of Virginia after successful completion of the on-the-job training and related instruction. Other regional partners such as Averett University offer apprenticeship programs, and participants are connected through the Workforce Centers.

Youth case managers provide regular work ready and life skill programs for WIA eligible youth, such as, but not limited to: career exploration, soft skills, financial preparedness and positive workplace behavior. A few years ago, the board and Youth Council brought in the Virginia Mentoring Partnerships to help facilitate a strategic planning process to enhance the skills of youth case managers in the areas of mentoring. Youth service providers also utilize the school systems career coaches and guidance counselors to assist with soft skills training.

All youth service providers have copies of the federal regulation on safety and child labor laws, and employers who have youth placed into work experiences and/or internships are given copies of these regulations and laws. Youth case managers have been trained to be well versed in these regulations and laws.

- **Fiscal and Budgetary Strategies**

1. Fiscal agent – Pittsylvania County as determined by the LEO Consortium
2. Finance Committee – Develops the board’s budgets and provides monthly oversight of expenditures. Click here for a [2012-13 budget summary sheet](#) and most recent [financial statements, February 2013](#).
3. Timely expenditures of WIA funds – As highlighted in the board’s [finance policies and procedures](#), the following drawdown procedures are adhered to:
 1. Contractors at the very minimum must submit requests for reimbursement once a month (preferable by the 15th of each month).
 2. All requests for reimbursements must be sent to the board office. Upon receipt, which is dated by the person who opens the mail, the Executive Director will review and deliver to retained accounting firm to process. Once processed, the request is returned to the Executive Director to review and to sign off on. This process does not exceed five working days on any given request.
 3. The board asks each contractor when submitting requests for reimbursements, the following procedures are adhered to:
 - A signature page is included with the request reflecting the grant administrator has reviewed and signed off on the request.

- The board-issued budget template accompanies the request reflecting monthly expenditures to budget.
 - To process more quickly, no staples are used, only paper clips.
4. Once reviewed, reimbursements are sent to the fiscal agent to process.
 5. Monthly Income/Expenditure Detail Report and Cash Payment Schedule are prepared by the Executive Director. The Executive Director sends the report and schedule to the state. Reimbursements from the state go directly to the fiscal agent. This report and schedule are reviewed by the finance committee each month.
 6. Competitive Grant Process – The WPWIB follows its [Public Procurement Policy and Procedures](#), which states that it must follow Pittsylvania County’s public procurement procedures for all acquisitions of products and services, including “fee for services,” and adheres to the expertise of its centralized purchasing operation.
 7. Other Funding Sources – In order to leverage other revenue sources at the federal, state, local and philanthropic entities, the WPWIB formed an [Alternative Sources of Revenue Committee](#) to reflect the importance of leveraging other sources of funds to advance its strategic priorities. The Committee will set an annual goal for funding from sources other than WIA funding and will review at the board level. In addition, on an annual basis, the Committee will identify 3 to 5 priorities for which to seek funding which will help advance the goals of the local plan.

Required Links to Documents

- [Current LEO Consortium Agreement](#)
- [Current LEO Consortium-WPWIB Agreement](#) (Updated April 15, 2013)
- [Current WPWIB organizational chart](#) and [factsheet](#) reflecting oversight and program administration
- MOUs of One Stop Operators
 - Martinsville-Henry County [MOU](#) and [contract](#) and [amendment](#)
 - Danville [MOU](#) and [contract](#) and [amendment](#)
 - Pittsylvania County [contract](#) and [amendment](#)
 - Patrick County [contract](#) and [amendment](#)
- [Eligible Training Provider Policy](#), which includes process to evaluate and re-certify providers
- [Individual Training Account Policy](#)
- [OJT Policy](#)
- [Customized Training Policy](#)
- [Priority of Service Policy](#)
- [Youth Service Policy](#), which includes policy on serving youth who do not meet income eligibility guidelines
- [Monitoring Policy](#), which includes monitoring tool (which is VCCS’s template) and schedule
- Conflict of Interest for [board](#), [staff](#) and [contractors](#), which includes Nepotism
- [Equal Opportunity \(EO\) Policy](#)
- [Grievance Policy](#)
- [Certification of the Local Plan Development Process](#)

Other Links that may be of Interest

- [Policy Development Policy](#)
- [Adult, Dislocated Worker Employment Verification, Follow up Services and Accountability Policy](#)

- [Annual Board Training Policy](#)
- [Board Bylaws](#)
- [Business Ethics and Code of Conduct Policy](#)
- [Confidential Policy](#)
- [Custody of Records Policy](#)
- [Drug Testing Policy and Form](#)
- [Eligibility Verification Checklist](#)
- [Harassment and Sexual Harassment Policy](#)
- [Incumbent Worker Training Policy](#)
- [Out of Area and Relocation Assistance Policy](#)
- [Property Acquisition and Inventory Policy](#)
- [Salary and Bonuses Policy](#)
- [Trade WIA Co-enrollment Policy](#)
- [Year End Reporting and Close Out Policy](#)
- [Youth Incentives Policy](#)
- [Form 9901 2011-2012](#)