

## WIOA LOCAL INTEGRATED PLAN



# West Piedmont Local Workforce Area Development Plan

# 2016 – 2020



## WIOA LOCAL INTEGRATED PLAN

This Page is Intentionally Left Blank



## TABLE OF CONTENTS

|    |   | Page    |
|----|---|---------|
|    | Executive Summary   | 4-7     |
|    | <b>SECTION 1: Local Strategic Planning Elements</b>           |         |
| A. | Workforce Demand Analysis                                     | 8-21    |
| B. | Workforce Supply Analysis                                     | 21-27   |
| C. | SWOT Analysis   | 28-37   |
| D. | Vision and Goals  | 37-40   |
| E. | Strategies and Partnerships                                   | 40-44   |
| F. | Additional Strategic Elements                                 | 44-53   |
|    | <b>SECTION 2: Local Workforce Development System Elements</b> |         |
| A. | Program/Partners Overview                                     | 54-66   |
| B. | Collaborative Strategies                                      | 66-77   |
| C. | Business Services   | 77-87   |
| D. | Economic Development Collaboration                            | 87-88   |
| E. | One-Stop System   | 88-108  |
| F. | Adult and Dislocated Worker Services Provided                 | 108-114 |
| G. | Rapid Response Coordination                                   | 115-116 |
| H. | Youth Services Provided                                       | 116-124 |
| I. | Supportive Services Provision                                 | 124-126 |
| J. | Training Services   | 126-127 |
| K. | Collaboration with the Community Colleges                     | 127-128 |
| L. | Collaboration with Education                                  | 128-129 |
| M. | Collaboration with Adult Education and Literacy               | 129-130 |
| N. | Priority of Service   | 130-132 |
| O. | Incorporation of Technology                                   | 132     |
| P. | Efficient and Effective Service Delivery                      | 133     |
| Q. | Fiscal Agent  | 133-136 |
| R. | Procurement   | 136     |
| S. | Performance   | 136-137 |

|  |  |         |
|--|--|---------|
| T.   | Quality Assurance  | 137-139 |
| U.   | Public Comment Period  | 139-140 |
| <b>SECTION 3: Public Comments Received Section</b> |  |         |
| A.   | Public Comments  | 141-143 |
| <b>SECTION 4: Attachments</b>                      |  |         |
| A.   | Current CLEO Agreement   | 4a      |
| B.   | Current CLEO-Local WDB Agreement   | 4b      |
| C.   | Current Local WDB Organizational Chart   | 4c      |
| D.   | Cooperative Agreements   | 4d 1-6  |
| E.   | Eligible Training Provider Policy  | 4e      |
| F.   | Individual Training Account Policy   | 4f      |
| G.   | On-the-Job Training Policy   | 4g      |
| H.   | Customized Training Policy   | 4h      |
| I.   | Priority of Service Policy   | 4i      |
| J.   | Monitoring Policy and Tool   | 4j      |
| K.   | Equal Opportunity (EO) Policy  | 4k      |
| L.   | Grievance Policy   | 4l      |
| M.   | Statement of Compliance  | 4m      |
| N.   | Supportive Service for Adult and Dislocated Workers Policy   | 4n      |
| O.   | Public Procurement Policy  | 4o      |
| P.   | Youth Services Policy  | 4p      |
| Q.   | Financial Policy and Procedures  | 4q      |
| R.   | Self-Sufficiency and Adult Eligibility Policy  | 4r      |
| S.   | Identification of Eligible Training Providers of Occupational Skills Training                      | 4s      |
| T.   | Whistleblower Policy   | 4t      |
| U.   | Development and Use of Demand-Driven and High Growth Occupation and Demand Skills Listing Policies | 4u      |

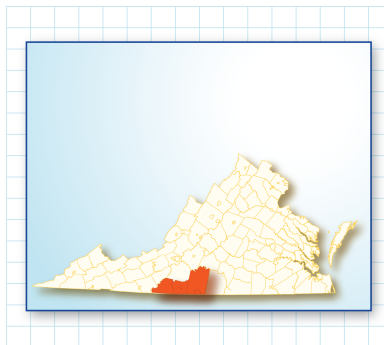




## EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act was signed into law on July 22, 2014 and became effective July 1, 2015. The Workforce Innovation and Opportunity Act of 2014 supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. The Workforce Innovation and Opportunity Act is designed to help youth, job seekers and businesses. The Workforce Innovation and Opportunity Act requires each Local Workforce Development Area to develop and submit to the Governor a comprehensive four-year local plan, in partnership with the Chief Elected Officials.

The West Piedmont Workforce Development Area, branded as West Piedmont Works by the West Piedmont Workforce Development Board, is a five-locale Local Workforce Development Area including Henry, Patrick, and Pittsylvania Counties and the cities of Danville and Martinsville. West Piedmont Workforce Development Board is part of the American Job Center national network.



Sector partnerships will be an important strategy in the West Piedmont Workforce Development Area. The West Piedmont Workforce Development Area will focus its efforts on Advanced Manufacturing, Healthcare, Information Technology, Retail and Customer Service, Transportation/Logistics/Distribution/Warehousing, and Construction/Building Trades, forecasted in-demand industries and occupations. In terms of having a comprehensive career pathways approach to building a talent pipeline for the in-demand occupations, Retail will provide a stepping-stone for upward movement into middle skill in-demand industries and occupations.

The West Piedmont Workforce Development Board's strategic vision is employers have access to a skilled workforce and individuals maximize their desired career potential. This guides the West Piedmont Workforce Development's goal of preparing an educated and skilled workforce inclusive of youth and individuals with barriers to employment in order to support the local area economic growth and economic self-sufficiency.

The Board's mission is ***the West Piedmont Workforce Development Board improves the quality of the local workforce, increases employment opportunities and wealth and enhances the productivity and competitiveness of employers.***

### West Piedmont Workforce Development Board Goals:

1. Communicate the value of Workforce Development Board services through improvements in measurable outcomes (time, recruitment, screening, etc.)
2. Employers recognize the Workforce Development Board as a valued partner in addressing their talent needs as evidenced by an increase in the number of employers utilizing on-the-job training, incumbent worker training and transitional worker services.
3. Identify opportunities to leverage resources through expanded partnerships.
4. Decrease turnover in one-stop operators and ensure compliance with the operating agreement and overall consistency in operations.
5. Increase jobseeker awareness of Workforce Development Board services and opportunities through a targeted campaign using social media and other marketing platforms.
6. Build the capacity to meet the needs of employers by identifying and supporting certified curricula associated with work readiness, workplace essentials and career intelligence.

This plan demonstrates a strong partnership between funding streams, economic development leaders, chief elected officials, private business leaders,

and community-based organizations that will work together to build a talent pipeline that meets the needs and expectations of business in the coming years.

The Local Plan is in close alignment with the Virginia Combined State Plan as identified below:

| State Goals  | WPWDB Goals   |
|--|---|
| Goal 1: Increase business engagement and deliver value to our business customers.  | 1. Communicate the value of Workforce Development services through improvements in measurable outcomes (amount of time employers save, recruitment and screening benefits, etc.)<br>2. Employers recognize the Workforce Development Board as a valued partner in addressing their talent needs as evidenced by an increase in the number of employers utilizing on-the-job training, incumbent worker training and transitional worker services. |
| Goal 2: Achieve measurable skills development in our job seeking customers in the form of workforce credentials that matter to business.                                 | 6. Build the capacity to meet the needs of employers by identifying and supporting certified curricular associated with work readiness, workplace essentials and career intelligence.   |
| Goal 3: Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen Virginia's regions. | 6. Build the capacity to meet the needs of employers by identifying and supporting certified curricula associated with work readiness, workplace essentials and career intelligence.  |

|  |   |
|--|---|
| Goal 4: Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression. | 5. Increase jobseeker awareness of Workforce Development Board services and opportunities through a targeted campaign using social media and other marketing platforms.   |
| Goal 5: Ensure that the workforce system public investments generate a quality return to Virginia and the customers we serve.      | 3. Identify opportunities to leverage resources through expanded partnerships<br>1. Communicate the value of Workforce Development services through improvements in measurable outcomes (amount of time employers save, recruitment and screening benefits, etc.) |

## SECTION I: Local Strategic Planning Elements

### a. *Workforce Demand Analysis*

Provide a descriptive analysis of the regional economic conditions

#### **Existing and Emerging In-demand Industry Sectors and Occupations**

The West Piedmont Workforce Development Area has a majority of businesses with fewer than fifty employers. Small business has a significant portion of both workers and establishments. Overall, it resembles the business composition of the State.

#### **Employers by Size of Establishment**

| Size of Establishment   | West Piedmont | State of Virginia |
|-------------------------|---------------|-------------------|
| 0 to 4 employees        | 3,978         | 157,369           |
| 5 to 9 employees        | 893           | 38,485            |
| 10 to 19 employees      | 522           | 28,363            |
| 20 to 49 employees      | 397           | 20,924            |
| 50 to 99 employees      | 125           | 7,336             |
| 100 to 249 employees    | 66            | 3,819             |
| 250 to 499 employees    | 21            | 1,064             |
| 500 to 999 employees    | 0             | 369               |
| 1000 and over employees | 0             | 238               |
| <i>Total</i>            | 6,014         | 257,967           |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

#### **Employment by Size of Establishment**

| Establishment Employment | West Piedmont | State of Virginia |
|--------------------------|---------------|-------------------|
| 0 to 4 employees         | 5,392         | 230,821           |

|                         |        |           |
|-------------------------|--------|-----------|
| 5 to 9 employees        | 5,996  | 255,681   |
| 10 to 19 employees      | 7,062  | 384,813   |
| 20 to 49 employees      | 12,235 | 632,614   |
| 50 to 99 employees      | 8,464  | 501,113   |
| 100 to 249 employees    | 10,210 | 572,044   |
| 250 to 499 employees    | 7,760  | 366,925   |
| 500 to 999 employees    | 0      | 253,345   |
| 1000 and over employees | 0      | 610,877   |
| <i>Total</i>            | 69,013 | 3,808,033 |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/1

Three of the top five largest employers in West Piedmont are City and County Schools.

|     |                                    |     |   |
|-----|------------------------------------|-----|---|
| 1.  | The Goodyear Tire & Rubber Company | 26. | Patrick Henry Community College           |
| 2.  | Pittsylvania County School Board   | 27. | County of Henry                           |
| 3.  | Danville City Public Schools       | 28. | Roman Eagle Memorial Home                 |
| 4.  | Henry County School Board          | 29. | Adecco                                    |
| 5.  | City of Danville                   | 30. | Swedwood Danville LLC                     |
| 6.  | Wal-Mart                           | 31. | Piedmont Regional Community Service Board |
| 7.  | Danville Regional Medical          | 32. | Pittsylvania County Board                 |
| 8.  | Results Customer Solution          | 33. | Danville Community College                |
| 9.  | Food Lion                          | 34. | ABH Staffing                              |
| 10. | Memorial Hospital of Martinsville  | 35. | Debbie's Staffing Services                |
| 11. | Cpfilms, Inc.                      | 36. | Southern Finishing Company                |
| 12. | Gretna Health Care Center          | 37. | Hardee's                                  |
| 13. | Hanesbrands Inc.                   | 38. | Lowes' Home Centers, Inc.                 |
| 14. | Patrick County School Board        | 39. | Postal Service                            |



|     |                              |     |  |
|-----|------------------------------|-----|--|
| 15. | Telvista Incorporated        | 40. | Danville Pittsylvania Community Services Board |
| 16. | Monogram Management Services | 41. | Bassett Furniture Industries                   |
| 17. | GSI Solutions                | 42. | Intertape Polymer Corp.                        |
| 18. | EBI LLC                      | 43. | Essel Propack America LLC                      |
| 19. | Nestle U.S.A., Inc.          | 44. | Carter Bank & Trust                            |
| 20. | Averett College              | 45. | Green Rock Correctional Center                 |
| 21. | Unilin North America LLC     | 46. | Primland Ltd.                                  |
| 22. | Springs Global US Inc.       | 47. | Care Advantage                                 |
| 23. | Martinsville City Schools    | 48. | Danville Physician Practice                    |
| 24. | Unique Industries            | 49. | ICF Inc. LLC                                   |
| 25. | City of Martinsville         | 50. | Nv Warehouse Company Inc.                      |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

New hires for the West Piedmont Workforce Development Area significantly mirror the turnover statistics by industry. In other words, those industries with high turnover also have a majority of new hires in the area.

### New Hires by Industry

| 3,523 | Administrative/Support/Waste Mgt. | 549 | Construction                           |
|-------|-----------------------------------|-----|--|
| 1,672 | Retail Trade                      | 443 | Professional/Scientific/Technical Svs. |
| 1,428 | Accommodation and Food Services   | 328 | Education Services                     |

|       |                                   |     |                                |
|-------|-----------------------------------|-----|--------------------------------|
| 1,225 | Health Care and Social Assistance | 262 | Transportation and Warehousing |
| 1,195 | Manufacturing                     | 244 | Wholesale Trade                |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

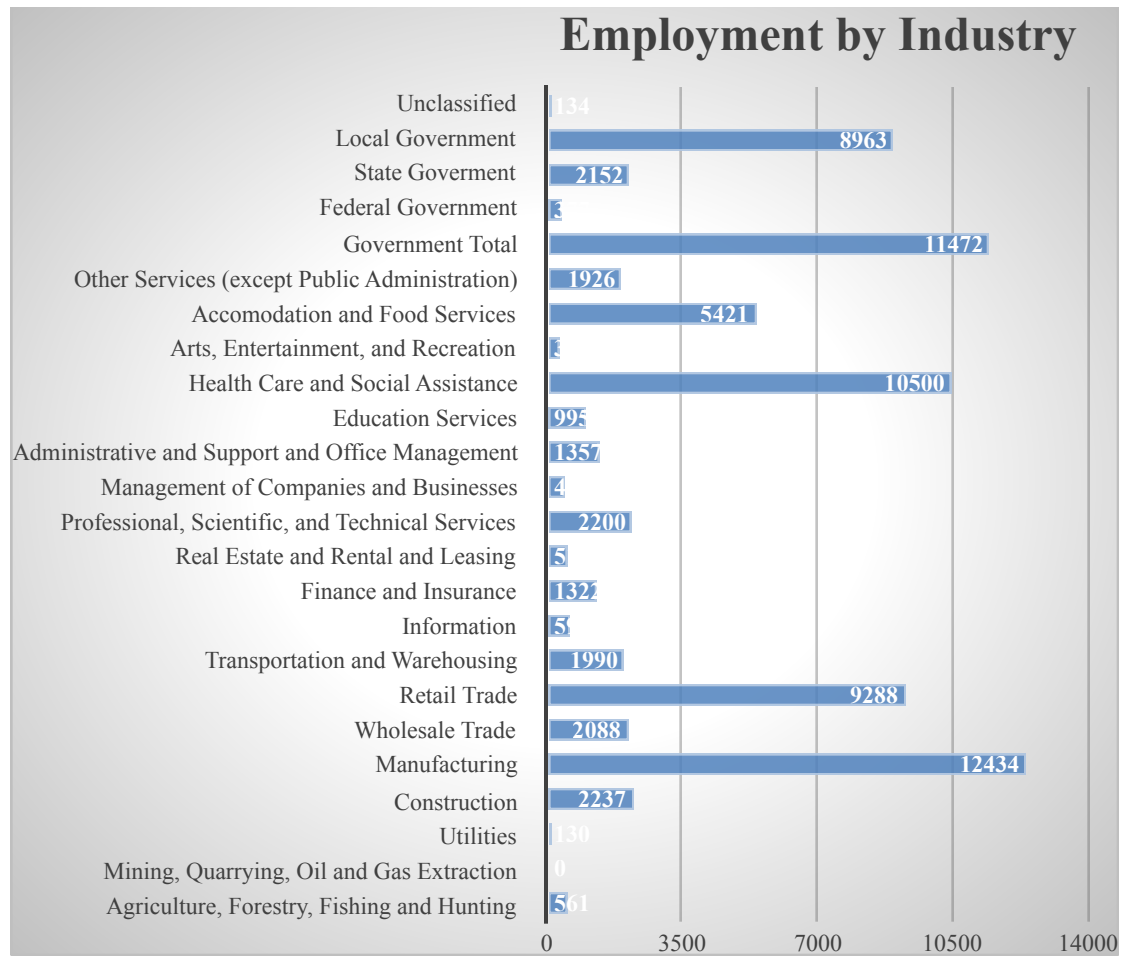
### Turnover by Industry

| 15.8% | Administrative/Support/Waste Mgt.      | 9.1% | Real Estate and Rental and Leasing |
|-------|--|------|------------------------------------|
| 15.7% | Accommodation and Food Services        | 9.0% | Retail Trade                       |
| 11.2% | Professional/Scientific/Technical Svs. | 8.8% | Information                        |
| 10.5% | Other Services (except Public Admin)   | 7.8% | Construction                       |
| 9.3%  | Agriculture/Forestry/Fishing/Hunting   | 7.6% | Health Care and Social Assistance  |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

### Employment by Industry

The top six industries currently include Manufacturing, Government, Health Care and Social Assistance, Retail Trade, Local Government, Accommodation and Food Service.



Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

### Average Weekly Wage by Industry

|          |                                   |        |                       |
|----------|-----------------------------------|--------|-----------------------|
| \$ 1,465 | Utilities                         | \$ 821 | Finance and Insurance |
| \$ 1,244 | Mgt. of Companies and Enterprises | \$ 797 | Wholesale Trade       |
| \$ 933   | Transportation and Warehousing    | \$ 727 | Information           |

|        |                    |        |                                   |
|--------|--------------------|--------|-----------------------------------|
| \$ 908 | Federal Government | \$ 708 | Construction                      |
| \$ 870 | Manufacturing      | \$ 667 | Health Care and Social Assistance |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

## MIT Living Wage Calculator: Current Wage Information

### *State of Virginia*

| Hourly Wage | 1 Adult | 1 Adult, 1 Child | 1 Adult 2 Children | 2 Adults Working | 2 Adults Working<br>2 Children |
|-------------|---------|------------------|--------------------|------------------|--------------------------------|
| Living Wage | \$12.48 | \$24.80          | \$28.59            | \$9.59           | \$15.57                        |

### *Danville, Virginia*

| Hourly Wage | 1 Adult | 1 Adult, 1 Child | 1 Adult 2 Children | 2 Adults Working | 2 Adults Working<br>2 Children |
|-------------|---------|------------------|--------------------|------------------|--------------------------------|
| Living Wage | \$9.42  | \$21.68          | \$25.47            | \$8.25           | \$14.00                        |

### *Martinsville, Virginia*

| Hourly Wage | 1 Adult | 1 Adult, 1 Child | 1 Adult 2 Children | 2 Adults Working | 2 Adults Working<br>2 Children |
|-------------|---------|------------------|--------------------|------------------|--------------------------------|
| Living Wage | \$9.67  | \$21.68          | \$25.47            | \$8.30           | \$14.00                        |

### *Henry County, Virginia*

| Hourly Wage | 1 Adult | 1 Adult, 1 Child | 1 Adult 2 Children | 2 Adults Working | 2 Adults Working<br>2 Children |
|-------------|---------|------------------|--------------------|------------------|--------------------------------|
| Living Wage | \$9.67  | \$21.68          | \$25.47            | \$8.30           | \$14.00                        |

### *Patrick County, Virginia*

| Hourly Wage | 1 Adult | 1 Adult, 1 Child | 1 Adult 2 Children | 2 Adults Working | 2 Adults Working<br>2 Children |
|-------------|---------|------------------|--------------------|------------------|--------------------------------|
| Living Wage | \$10.12 | \$21.68          | \$25.47            | \$8.31           | \$14.00                        |

### *Pittsylvania County, Virginia*

| Hourly Wage | 1 Adult | 1 Adult, 1 Child | 1 Adult 2 Children | 2 Adults Working | 2 Adults Working<br>2 Children |
|-------------|---------|------------------|--------------------|------------------|--------------------------------|
| Living Wage | \$9.42  | \$21.68          | \$25.47            | \$8.25           | \$14.00                        |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

The table below depicts the estimated annual living wages based on a study performed by Chmura Economics and Analysis. The study was performed for the Dan River Regional Collaborative, a partnering organization that works to address workforce challenges in the region. The table combines basic living expenses and tax burdens and estimates the annual pre-tax wages needed to support basic living expenses. The table includes Halifax County, a location outside of the West Piedmont region as that area is included in the Dan River Regional Collaborative's service region.

| Estimated Annual Living Wages   |              |              |              |              |              |              |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Family Type                     | Danville     | Halifax      | Henry        | Martinsville | Patrick      | Pittsylvania | Average      |
| 1 Adult                         | \$ 16,748.00 | \$ 17,632.00 | \$ 18,102.00 | \$ 16,701.00 | \$ 18,590.00 | \$ 18,975.00 | \$ 17,969.00 |
| 1 Adult 1 Child                 | \$ 29,422.00 | \$ 30,005.00 | \$ 30,273.00 | \$ 28,647.00 | \$ 31,114.00 | \$ 32,070.00 | \$ 30,540.00 |
| 1 Adult 2 Children              | \$ 37,793.00 | \$ 38,330.00 | \$ 38,557.00 | \$ 36,697.00 | \$ 39,613.00 | \$ 40,715.00 | \$ 38,950.00 |
| 1 Adult 3 Children              | \$ 48,278.00 | \$ 47,959.00 | \$ 49,221.00 | \$ 46,807.00 | \$ 51,062.00 | \$ 52,166.00 | \$ 49,667.00 |
| 2 Adults (1 working)            | \$ 24,639.00 | \$ 25,850.00 | \$ 26,489.00 | \$ 24,737.00 | \$ 27,268.00 | \$ 27,203.00 | \$ 26,194.00 |
| 2 Adults (1 working) 1 Child    | \$ 29,469.00 | \$ 30,287.00 | \$ 30,813.00 | \$ 28,911.00 | \$ 31,606.00 | \$ 32,404.00 | \$ 30,868.00 |
| 2 Adults (1 working) 2 Children | \$ 32,821.00 | \$ 33,690.00 | \$ 34,275.00 | \$ 32,189.00 | \$ 35,146.00 | \$ 35,958.00 | \$ 34,321.00 |
| 2 Adults (1 working) 3 Children | \$ 41,101.00 | \$ 41,256.00 | \$ 42,952.00 | \$ 40,262.00 | \$ 44,524.00 | \$ 45,274.00 | \$ 42,946.00 |
| 2 Adults                        | \$ 26,678.00 | \$ 28,050.00 | \$ 28,843.00 | \$ 26,678.00 | \$ 29,778.00 | \$ 29,733.00 | \$ 28,501.00 |
| 2 Adults 1 Child                | \$ 37,472.00 | \$ 38,315.00 | \$ 38,853.00 | \$ 36,463.00 | \$ 39,990.00 | \$ 41,021.00 | \$ 39,058.00 |
| 2 Adults 2 Children             | \$ 46,267.00 | \$ 47,020.00 | \$ 47,475.00 | \$ 44,853.00 | \$ 48,866.00 | \$ 50,082.00 | \$ 47,855.00 |

|                     |              |              |              |              |              |              |              |
|---------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 2 Adults 3 Children | \$ 56,832.00 | \$ 56,715.00 | \$ 58,229.00 | \$ 55,028.00 | \$ 60,428.00 | \$ 61,650.00 | \$ 58,663.00 |
|---------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

Source: Chmura Economics and Analytics Living Wage Survey, Based on 2016 living expenses

### Industry Employment and Projections

| Industry   | Estimated Employment 2014 | Projected 2024 | Annual Change |
|--|---------------------------|----------------|---------------|
| Health Care and Social Assistance                | 10,356                    | 12,490         | 1.89%         |
| Professional, Scientific, and Technical Services | 1,718                     | 2,026          | 1.66%         |
| Construction                                     | 1,991                     | 2,216          | 1.08%         |
| Administrative, Support, Waste Mgt.              | 5,417                     | 6,023          | 1.07%         |
| Retail Trade                                     | 478                       | 492            | .41%          |
| Information                                      | 546                       | 532            | -.47%         |
| Manufacturing                                    | 12,236                    | 11,194         | -.89%         |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17



### Growth Occupations and Projections

| Occupation                                      | Estimated Employment<br>2014 | Projected<br>2024 | Annual Change | Average Annual<br>Salary |
|---|------------------------------|-------------------|---------------|--------------------------|
| Home Health Aides                               | 510                          | 755               | 48.04%        | \$ 20,543                |
| Food Servers, Non-restaurant                    | 147                          | 191               | 29.93%        | \$ 20,876                |
| Phlebotomists                                   | 89                           | 115               | 29.21%        | \$ 27,102                |
| Physical Therapist Assistants                   | 87                           | 112               | 28.74%        | \$ 58,228                |
| Nursing Assistants                              | 1,260                        | 1,581             | 35.48%        | \$ 23,138                |
| Medical and Clinical Laboratory Techs           | 135                          | 167               | 23.7%         | \$ 39,366                |
| Market Research Analysts, Marketing Specialists | 86                           | 105               | 22.09%        | \$ 56,809                |

|  |       |       |        |            |
|--|-------|-------|--------|------------|
| Front-line Supervisors Personal Services         | 92    | 112   | 21.74% | \$ 31,715  |
| Personal Care Aides                              | 2,217 | 2,696 | 21.61% | \$ 17,506  |
| Speech Language Pathologists                     | 99    | 120   | 21.21% | \$ 89,401  |
| Billing and Postal Clerks                        | 120   | 145   | 20.83% | \$ 30,728  |
| Mental Health and Substance Abuse Social Workers | 213   | 256   | 20.19% | \$ 40,036  |
| Paralegals and Legal Assistants                  | 107   | 128   | 19.63% | \$ 49,919  |
| Cooks, Institution and Cafeteria                 | 169   | 202   | 19.53% | \$ 23,709  |
| Occupational Therapists                          | 103   | 123   | 19.42% | \$ 87,493  |
| Physical Therapists                              | 137   | 161   | 17.52% | \$ 100,955 |
| Recreation Workers                               | 175   | 205   | 17.14% | \$ 27,947  |

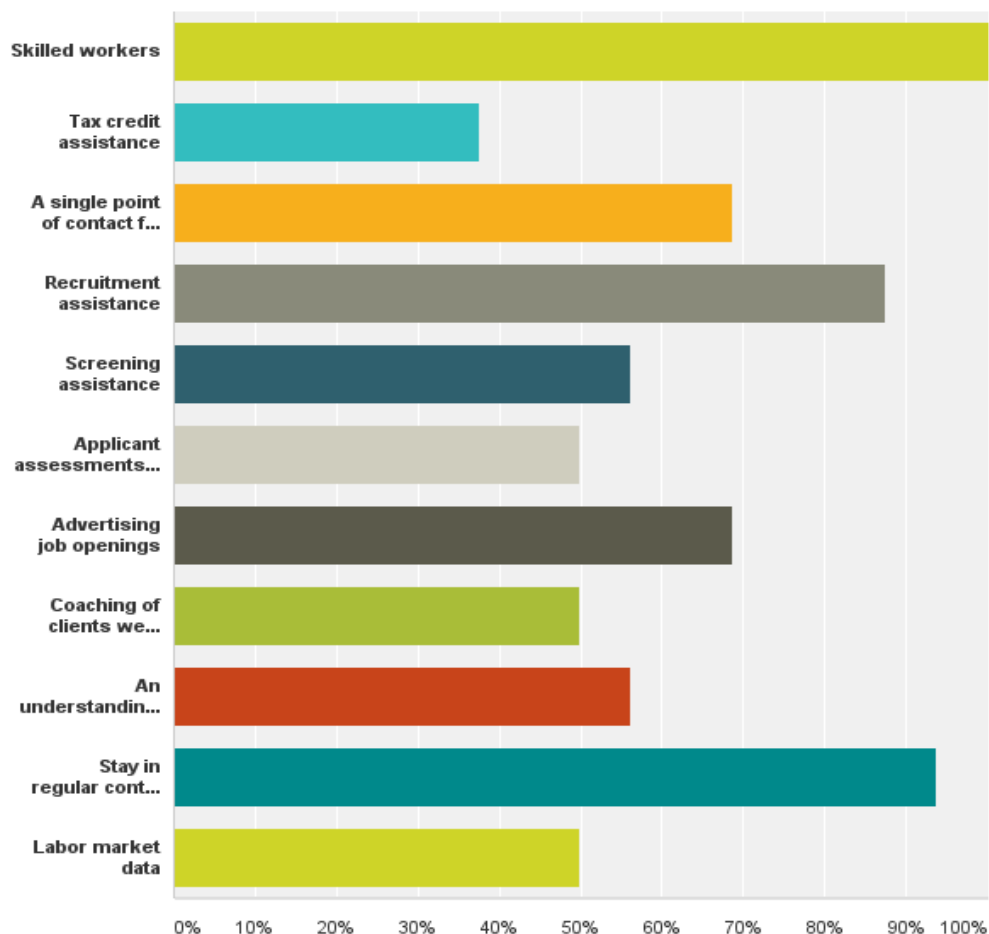
Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

### **Employment Needs of Employers in Existing and Emerging In-Demand Industry Sectors and Occupations**

The West Piedmont Workforce Development Board conducted a survey of a representative portion of employers in the region who indicated the following needs from business customers. A survey was distributed to local

stakeholders and business leaders in November of 2016. A total of 46 individuals responded to the survey.

#### Identified Employment Needs of Employers



*Source: Survey Monkey survey distributed November, 2016*

Respondents were asked to identify the services that were in demand from employers within the region. There was no limit to the number of items a respondent could select. Based on results collected, businesses were most in need of skilled workers and constant communication from the workforce development system. Recruitment assistance was also emphasized. The results reinforce the goals of the West Piedmont Workforce Development Board to

improve the skills of the local area and serve as a conduit identifying and funneling appropriate candidates to employers.

### **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**

A report was run utilizing Emsi's database. The report identified the most frequently advertised job skills for the top 30 detailed job skills found in job openings advertised in 2016. The report analyzed job postings in the West Piedmont region over the course of 2016:

| Rank | Advertised Detailed Job Skill | Advertised Skill Group         | Job Opening Match Count |
|------|-------------------------------|--------------------------------|-------------------------|
| 1    | Customer Service              | Customer Service Skills        | 1,293                   |
| 2    | Decision Making               | Basic Skills                   | 273                     |
| 3    | Flexibility                   | Interpersonal Skills           | 244                     |
| 4    | Customer Service Skills       | Customer Service Skills        | 221                     |
| 5    | Crisis Intervention           | Mental Health Counselor Skills | 203                     |
| 6    | Program Evaluation            | Management Analyst Skills      | 199                     |
| 7    | Problem Solving               | Basic Skills                   | 189                     |
| 8    | Interpersonal Skills          | Interpersonal Skills           | 172                     |
| 9    | Financial Management          | Controller Skills              | 150                     |
| 10   | Time Management               | Basic Skills                   | 111                     |
| 11   | Positive Attitude             | Interpersonal Skills           | 106                     |
| 12   | Mentoring                     | Interpersonal Skills           | 105                     |
| 13   | System Integration            | Systems Engineer Skills        | 104                     |

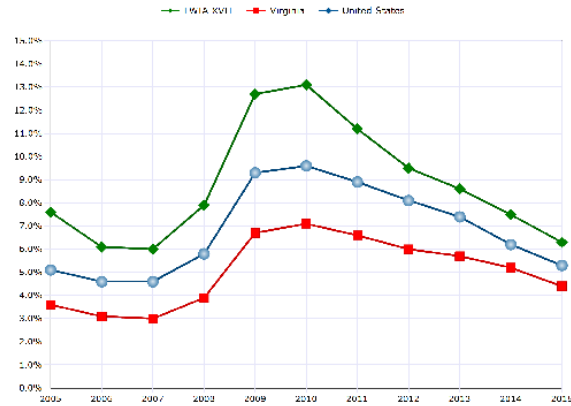
|    |                              |                                     |    |
|----|------------------------------|-------------------------------------|----|
| 14 | System Design                | Information Systems Skills          | 98 |
| 15 | Appointment Setting          | Telemarketing Skills                | 95 |
| 16 | Inventory Management         | Bill and Account Collections Skills | 80 |
| 17 | Cash Handling                | Cashier Skills                      | 77 |
| 18 | Risk Management              | Risk Analyst Skills                 | 77 |
| 19 | Software Design              | Software Engineer Skills            | 76 |
| 20 | Dusting                      | Housekeeper Skills                  | 70 |
| 21 | Honesty                      | Interpersonal Skills                | 70 |
| 22 | Educating Customers          | Account Manager Skills              | 67 |
| 23 | Talking with People          | Telemarketing Skills                | 65 |
| 24 | Ensure Customer Satisfaction | Customer Service Skills             | 64 |
| 25 | Food Preparation             | Food Preparation Worker Skills      | 64 |
| 26 | Team Building                | Interpersonal Skills                | 55 |
| 27 | Resolve Issues               | Customer Service Skills             | 55 |
| 28 | Inventory Control            | Bill and Account Collectors Skills  | 52 |
| 29 | Application Development      | Web Developer Skills                | 52 |
| 30 | Business Development         | Business Development Skills         | 48 |

Source: <http://www.economicmodeling.com/> report compiled December 31, 2016

## ***b. Workforce Supply Analysis***

### **Current Labor Force Employment and Unemployment Data**

#### *Unemployment Rates*



| Year          | LWIA XVII | Virginia | United States |
|---------------|-----------|----------|---------------|
| 2005          | 7.6%      | 3.6%     | 5.1%          |
| 2006          | 6.1%      | 3.1%     | 4.6%          |
| 2007          | 6.0%      | 3.0%     | 4.6%          |
| 2008          | 7.9%      | 3.9%     | 5.8%          |
| 2009          | 12.7%     | 6.7%     | 9.3%          |
| 2010          | 13.1%     | 7.1%     | 9.6%          |
| 2011          | 11.2%     | 6.6%     | 8.9%          |
| 2012          | 9.5%      | 6.0%     | 8.1%          |
| 2013          | 8.6%      | 5.7%     | 7.4%          |
| 2014          | 7.5%      | 5.2%     | 6.2%          |
| 2015          | 6.3%      | 4.4%     | 5.3%          |
| January 2016  | 6.1%      | 4.4%     | 5.3%          |
| February 2016 | 5.8%      | 4.2%     | 5.2%          |
| March 2016    | 5.7%      | 4.2%     | 5.1%          |
| April 2016    | 4.9%      | 3.4%     | 4.7%          |
| May 2016      | 4.8%      | 3.6%     | 4.5%          |
| June 2016     | 5.4%      | 4.0%     | 5.1%          |
| July 2016     | 5.4%      | 4.0%     | 5.1%          |

|                |      |      |      |
|----------------|------|------|------|
| August 2016    | 5.5% | 4.1% | 5.0% |
| September 2016 | 5.2% | 4.0% | 4.8% |
| October 2016   | 5.2% | 4.1% | 4.7% |
| November 2016  | 5.4% | 4.0% | 4.4% |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

While unemployment continues to decrease from its peak in the West Piedmont Workforce Development Area of 13.1% in 2010, it continues to lag significantly behind the State of Virginia and the United States. The November 2016 unemployment statistics show West Piedmont Workforce Development Area increasing .2% while both the State of Virginia and the United States show a decline in the overall unemployment rate.

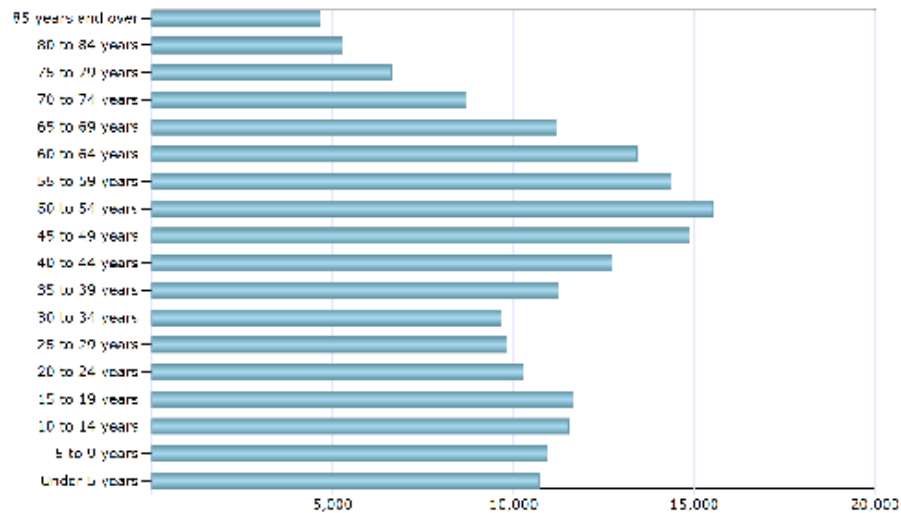
The West Piedmont region has 24,647 individual claimants for unemployment insurance according to the Virginia Employment Commission's Community Profile, updated on January 18, 2017. 53.7% are male and 46.3% female. Compared to the majority of females in the area, there are a disproportionate number of males unemployed.

The population in the West Piedmont Workforce Development Area shows an aging population with 41.2% fifty years or older. Another 35.5% of the population is below the age of twenty. Only 23.3% of the population falls between twenty and fifty years of age.



68% of the population is white with the remaining 32% representing a diverse minority population. 52.2% of the area's population is female and 47.8% male.

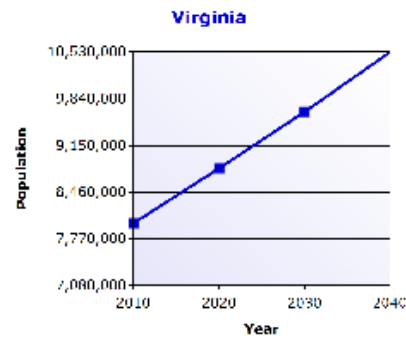
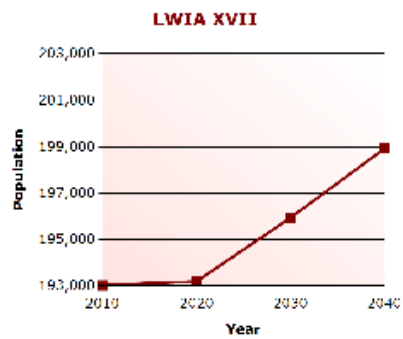
### *Age Distribution*



Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

The population change in West Piedmont through 2040 is expected to grow at a substantially lower rate annually than the State of Virginia. In 2010, West Piedmont had 4.87% decrease in population while the State of Virginia enjoyed a 13.02% increase. Although the State of Virginia is expected to show a declining annual growth in 2020, 2030, and 2040 from its high in 2010, West Piedmont shows a small annual growth ranging from .09% in 2020 to a projected 1.42% in 2030 and 1.52% in 2040.

### *Population Changes and Projections 1*



### Population Changes and Projections 2

| Year | LWIA XVII | % Change | Virginia   | % Change |
|------|-----------|----------|------------|----------|
| 2000 | 202,909   |          | 7,079,030  |          |
| 2010 | 193,023   | -4.87%   | 8,001,024  | 13.02%   |
| 2020 | 193,193   | 0.09%    | 8,811,512  | 10.13%   |
| 2030 | 195,936   | 1.42%    | 9,645,281  | 9.46%    |
| 2040 | 198,921   | 1.52%    | 10,530,229 | 9.17%    |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

### Information on Labor Market Trends

U.S. Census Bureau data shows that more West Piedmont workers commute out of the area than into the area. 36.7% of West Piedmont workers commute out of the area while 63.3% live and work in the area. 70.7% of workers in West Piedmont live and work in the area while 29.3% commute into West Piedmont.

|                    |  |
|--------------------|--|
| Commuting Patterns |  |
|--------------------|--|

|   |        |
|---|--------|
| People who live and work in the area                | 48,105 |
| In-Commuters  | 19,928 |
| Out-Commuters                                       | 27,879 |
| Net In-Commuters (In-Commuters minus Out-Commuters) | -7,951 |

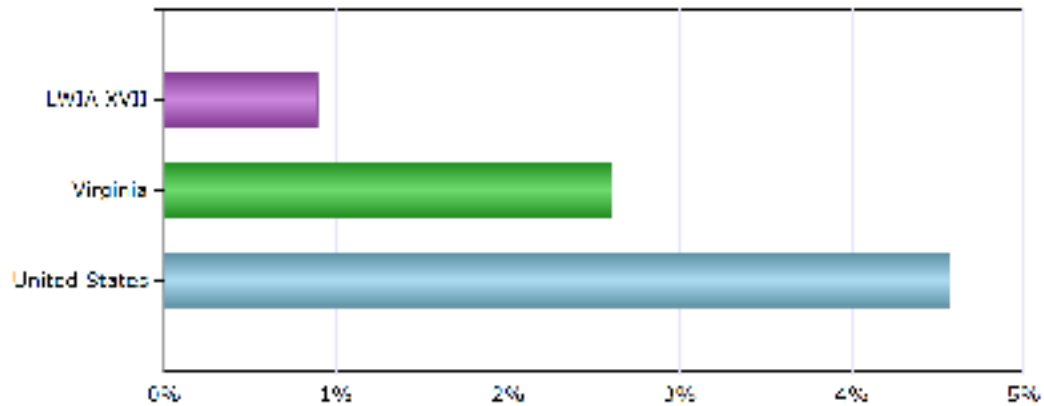
Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

Trends regarding growth industries and occupations, educational attainment, and population are included in other areas of Section I of this plan.

### **Educational and Skill Levels of the Workforce, Including Individuals with Barriers to Employment**

West Piedmont does show significantly higher English Language Skills than the State of Virginia and the overall United States with only .89% that speak English less than well. The State of Virginia is at 2.6% and the United States shows a 4.57% rate. This statistic represents individuals age five and over that speak English less than well.

#### **English Proficiency**

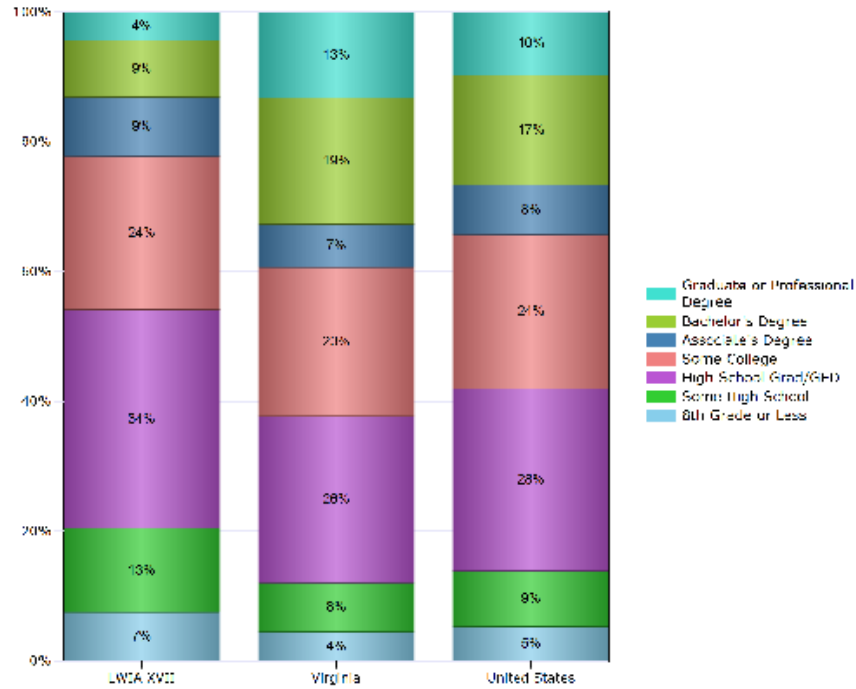


Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

### Educational Attainment 18 Years and Over

46% of individuals 18 and over in West Piedmont have some college or a degree compared to 62% in the State of Virginia and 59% nationwide. These figures are significantly lower than the State of Virginia and nationwide. West Piedmont has 20% of its population who have not graduated high school or received a GED with 7% of the population with 8<sup>th</sup> grade or less.

### Educational Attainment Levels

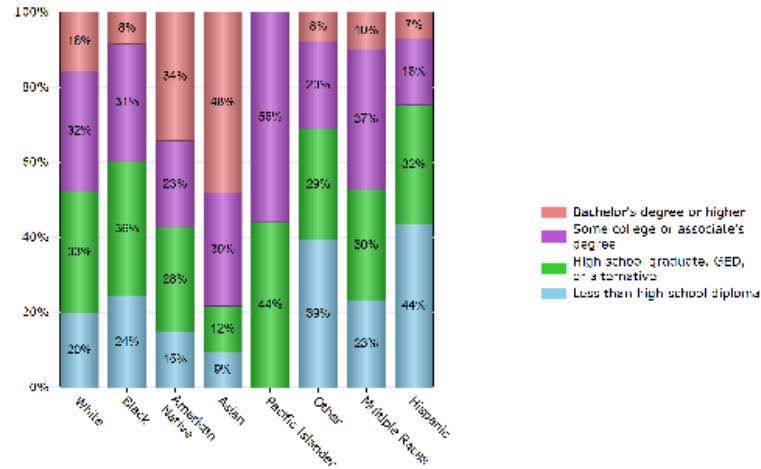


| Education Level                 | West Piedmont | Virginia  | United States |
|---------------------------------|---------------|-----------|---------------|
| 8 <sup>th</sup> Grade or Less   | 11,321        | 283,115   | 12,784,424    |
| Some High School                | 19,575        | 478,399   | 20,503,405    |
| High School Grad/GED            | 50,991        | 1,624,572 | 67,676,791    |
| Some College                    | 35,805        | 1,446,589 | 57,067,855    |
| Associate's Degree              | 13,787        | 425,110   | 18,086,174    |
| Bachelor's Degree               | 13,197        | 1,230,312 | 40,974,057    |
| Graduate or Professional Degree | 6,608         | 834,750   | 23,236,720    |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

Hispanic and African American individuals 25 years and older have a significantly higher percentage of individuals with less than a high school diploma. 20% of Whites have less than a high school diploma while African-

American have 24% and Hispanics have 44%. 48% of whites have some college or more while African Americans are at 39% and Hispanics are at 25%.



| Race                      | Less than High School | High School, GED, or Alternative | Some College or Associate's Degree | Bachelor's Degree or Higher | Total  |
|---------------------------|-----------------------|----------------------------------|------------------------------------|-----------------------------|--------|
| White                     | 19,199                | 31,589                           | 31,036                             | 15,295                      | 97,199 |
| Black or African American | 8,674                 | 12,824                           | 11,205                             | 3,017                       | 35,720 |
| Hispanics                 | 1,269                 | 924                              | 517                                | 205                         | 2,915  |

Source: Virginia Employment Commission's Area XVII Community Profile, updated 1/18/17

### **c. SWOT Analysis**

| <b>STRENGTHS</b>   | <b>WEAKNESSES</b>  |
|--|--|
| <ul style="list-style-type: none"><li>· Staff, staff talent, knowledge, leadership</li><li>· Good policies in place</li><li>· Board leadership</li><li>· Adequate funding</li><li>· A staff and Board commitment to consistency in process</li><li>· Board meeting guidance</li><li>· Regional input</li><li>· Board member communication</li><li>· Business services and employer relationships</li><li>· Adaptability to business needs</li><li>· Informative reports and presentations at Board meetings</li><li>· Location</li><li>· Stakeholder support</li><li>· Compliance with State and Federal guidelines</li><li>· Meeting performance measures</li></ul> | <ul style="list-style-type: none"><li>· Advertising – services offered are not as well-known to jobseekers unless through partner agencies</li><li>· Partner collaboration</li><li>· Advocacy for policy changes if programs and rules do not work well</li><li>· Matching people with long-term jobs</li><li>· Diversifying funding</li><li>· Jobseeker recruitment</li><li>· Communicating available resources to business</li></ul> |

| <b>OPPORTUNITIES</b>   | <b>THREATS</b>  |
|--|---|
| <ul style="list-style-type: none"> <li>· New administration</li> <li>· Better understand grant content to take advantage of creativity and innovation</li> <li>· More companies to partner with for jobs</li> <li>· Alternative sources of revenues</li> <li>· Go Virginia regional collaboration</li> <li>· Partner collaboration</li> <li>· Working better with DSS, DARS, EDC and VEC</li> <li>· Harvest Foundation/Danville Region</li> <li>· Additional private sector partnerships</li> <li>· Revenue generated services from business services</li> </ul> | <ul style="list-style-type: none"> <li>· Federal priorities with new administration</li> <li>· Local area gets lost in the creation of a larger region</li> <li>· Pace with which our region is able to participate in technology infrastructure</li> <li>· Lack of skilled workforce for high tech jobs</li> <li>· Welfare system</li> <li>· Lack of motivation to get clients to understand the stepping stone from welfare to low-income services</li> <li>· Drug issues</li> <li>· Funding cuts</li> <li>· Tighter restrictions on funds</li> <li>· Performance measure goal increases</li> <li>· Political influence</li> <li>· Globalization</li> <li>· State budget</li> <li>· Demographics</li> </ul> |

The SWOT analysis was developed on December 21, 2016, during the West Piedmont Workforce Development Board's facilitated strategic planning session. The West Piedmont Workforce Development Board hired a consultant that guided staff, Center partners, board members, local business leaders and community stakeholders through a process that resulted in the development of



the SWOT analysis. This SWOT analysis applies to the West Piedmont Workforce Development Region as well as workforce activities in general. The strategic planning session involved twenty-three different individuals representing seventeen different organizations. The facilitator divided the attendees into approximately four different groups and asked the groups to brainstorm strengths, weaknesses, opportunities and threats. Once these break-out sessions concluded, the facilitator provided each participant with an equal number of votes that they could use to rank each of the item identified as a strength, a weakness, etc. The items that received the most votes were included in the final SWOT model that was agreed to by a consensus from the group.

There were several broad themes identified in the SWOT analysis. Participants stated that board staff, board members, and the relationship and involvement of board members in the development of local strategies and guidance provided to staff was key strength for the region. Strategic planning session participants also identified the region's progress in business services and adapting to the needs of local employers as a strength.

One of the major themes for weaknesses identified in the SWOT analysis was outreach conducted by the LWDB. Both jobseekers and businesses would be more likely to take advantage of LWDB services if more were aware of the opportunities. Increased awareness would enable the LWDB to enroll additional

individuals in the program, forge new relationships with local employers, and have a greater impact on the local workforce.

The LWDB identified numerous opportunities as a result of the new legislation and initiatives that were occurring at the local and regional level. Specifically, the LWDB has more opportunities for collaboration with local, regional and state resources through initiatives such as Go Virginia. The LWDB also has the opportunity to expand services through other funding opportunities unique to the local region.

Numerous threats to the operations of the LWDB were identified. These included a lack of motivation on the part of residents to receive training or accept employment at jobs that begin early on a career pathway; the priorities of the new President, the ability of the region to develop a technology infrastructure that supports high-tech employment, and potential funding cuts.

## **Education and Training in the Region**

The West Piedmont WDB benefits from a wide variety of educational institutions that deliver training programs for in-demand careers and certifications. These providers include community colleges, other nonprofit educational institutions, and for-profit training providers. The majority of the approved training programs in the West Piedmont region are housed at either Danville Community College or Patrick Henry Community College. The local community colleges possess an extremely diverse array of courses and training programs that equip the workforce with a wide variety of skills and certifications. Several of the West Piedmont WDB's approved training providers focus more narrowly on a specific field, such as Medical Solutions Academy. Medical Solutions Academy aims to develop individuals along a healthcare career pathway. Virginia Technical Institute provides training in areas that would be categorized more as "trades", such as carpentry, electrical, HVAC and industrial maintenance. When an employer identifies a training program that is required for their workforce that is not available, the West Piedmont WDB works with local training providers to identify opportunities to better align the training services

offered by educational institutions with the demands of local employers and the needs of the local workforce. Frequently, though the development of cohort based classes, the West Piedmont WDB is able to facilitate a training program tailored specifically to the needs of the employer. Patrick Henry Community College is able to rapidly respond to the needs of area employers thanks to its Business and Industry Leadership Teams. These groups convene leaders from the business community to understand workforce and training challenges that may impact their ability to recruit a well-trained workforce or meet their goals as a business.

#### *Training Providers in West Piedmont*

Danville Community College  
1008 S Main St Danville, VA 24541  
Phone: (434) 797-2222  
<http://www.dcc.vccs.edu>  
Number of 2013 graduates: 833

Patrick Henry Community College  
645 Patriot Avenue Martinsville, VA 24112  
Phone: (276) 656-0311  
<http://www.patrickhenry.edu>  
Number of 2013 graduates: 683

Danville Regional Medical Center School  
142 S Main St Danville, VA 24541  
Phone: (434) 799-4443  
<http://danvilleregional.com/professionals/school/>  
Number of 2013 graduates: 41

Virginia Technical Institution (VTI)  
201 Ogden Road, Altavista, VA 24517  
[www.govti.org](http://www.govti.org)  
Phone: 434-369-8200

Medical Solutions Academy  
306 Poplar Street, Danville, VA 24541  
[www.MedicalSolutionsAcademy.org](http://www.MedicalSolutionsAcademy.org)  
Phone: 434-836-8393

American National University – Danville  
336 Old Riverside Drive, Danville, VA 24541  
[www.an.edu](http://www.an.edu)  
Phone: 434-793-6822

Vista Clinical Diagnostics, LLC  
3303-C North Main Street  
Danville, Virginia 24540  
Laboratory Phone: (434) 214-6009  
Program established 2016

### **Strengths, Weaknesses, Opportunities, and Threats of Workforce Activities**

A strategic planning session was held including business representatives, community-based organizations, core program partners, Chief Elected Officials and local workforce staff. During the process, the SWOT analysis was conducted to identify strengths, weaknesses, opportunities and threats. The West Piedmont WDB utilized the same SWOT analysis for its workforce activities as for the West Piedmont Workforce Development Board, summarized on pages 24-27.

| <b>STRENGTHS</b>   | <b>WEAKNESSES</b>  |
|--|--|
| <ul style="list-style-type: none"> <li>• Staff, staff talent, knowledge, leadership</li> <li>• Good policies in place</li> <li>• Board leadership</li> <li>• Adequate funding</li> <li>• A staff and Board commitment to consistency in process</li> <li>• Board meeting guidance</li> <li>• Regional input</li> <li>• Board member communication</li> <li>• Business services and employer relationships</li> <li>• Adaptability to business needs</li> <li>• Informative reports and presentations at Board meetings</li> <li>• Location</li> <li>• Stakeholder support</li> <li>• Compliance with State and Federal guidelines</li> <li>• Meeting performance measures</li> </ul> | <ul style="list-style-type: none"> <li>• Advertising – services offered are not as well-known to jobseekers unless through partner agencies</li> <li>• Partner collaboration</li> <li>• Advocacy for policy changes if programs and rules do not work well</li> <li>• Matching people with long-term jobs</li> <li>• Diversifying funding</li> <li>• Jobseeker recruitment</li> <li>• Communicating available resources to business</li> </ul> |

| <b>OPPORTUNITIES</b>   | <b>THREATS</b>  |
|--|---|
| <ul style="list-style-type: none"> <li>• New administration</li> <li>• Better understand grant content to take advantage of creativity and innovation</li> <li>• More companies to partner with for jobs</li> <li>• Alternative sources of revenues</li> <li>• Go Virginia regional collaboration</li> <li>• Partner collaboration</li> <li>• Working better with DSS, DARS, EDC and VEC</li> <li>• Harvest Foundation/Danville Region</li> <li>• Additional private sector partnerships</li> <li>• Revenue generated services from business services</li> </ul> | <ul style="list-style-type: none"> <li>• Federal priorities with new administration</li> <li>• Local area gets lost in the creation of a larger region</li> <li>• Pace with which our region is able to participate in technology infrastructure</li> <li>• Lack of skilled workforce for high tech jobs</li> <li>• Welfare system</li> <li>• Lack of motivation to get clients to understand the stepping stone from welfare to low-income services</li> <li>• Drug issues</li> <li>• Funding cuts</li> <li>• Tighter restrictions on funds</li> <li>• Performance measure goal increases</li> <li>• Political influence</li> <li>• Globalization</li> <li>• State budget</li> <li>• Demographics</li> </ul> |

**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**

West Piedmont Core Program Partners and Required Partners provide workforce development activities through a coordinated system. Details on the Basic Career Services, Individualized Career Services, and Training Services provided in the West Piedmont Workforce Development Area are included in this integrated plan. Soft skills are regularly taught at the American Job Centers and at partner agencies. As shown in previous data, business customers need both soft and hard skills from their employees.

The majority of workforce services in the region are being provided by West Piedmont Works, the State Employment Services, and Educational Institutions. Some programs are also provided by Vocational Rehabilitation, Adult Education and Literacy, Temporary Assistance for Needy Families, community-based organizations, and faith-based organizations. Many of these organizations provide wrap-around and supportive services that workforce system clients are able to benefit from.

The LWDA utilizes evidence based assessments to identify and document the education and skill levels of local jobseekers. Based on the results of these assessments and the goals of the jobseeker, a career plan is developed that highlights the steps that will be taken to achieve unsubsidized employment. The LWDA benefits from numerous training providers that excel at meeting the needs of local employers. Local staff are well versed in the procedures necessary to identify an appropriate program and enroll the



jobseeker in the program once they are ready. The LWDA is also able to provide supportive services to meet their training related needs such as mileage assistance, tools, uniforms, and books. The LWDA has a robust business services team that enables it to work with employers to identify a strong fit for a jobseeker, enabling them to gain valuable experience working or be hired by a local company. The LWDA also excels in delivering incumbent worker training programs, ensuring that employers are able to retrain and retain their workforce based on changes to technology or the nature of their business.

The LWDA has a robust capacity to deliver workforce development activities. LWDA 17 is one of the few regions in the state that has two comprehensive one-stop Workforce Centers. These Centers have numerous co-located partners that are able to provide a diverse array of services based on the needs of the customers. In addition to the comprehensive one-stop Workforce Centers, the LWDA has two satellite locations that serve customers located in more rural areas.

#### ***d. Vision and Goals***

##### **Goals for Preparing an Educated and Skilled Workforce (Including Youth and Individuals with Barriers to Employment)**

Board Members, including core and required partners, and Chief Elected

Officials discussed and brainstormed goals for the West Piedmont Workforce Development Area in the coming year and then established the goals that were most immediate to focus on. All the goals were created based on preparing an educated and skilled workforce including youth and individuals with barriers to employment that meets the needs of local employers.

Brainstormed goals were discussed within the categories of:

- Branding and Marketing
- Business Services
- Partner Collaboration
- Job Seeker Services
- Return on Investment

**Priority goals established are:**

1. Communicate the value of Workforce Development Board services through improvements in measurable outcomes (time, recruitment, screening, etc.)
2. Employers recognize the Workforce Development Board as a valued partner in addressing their talent needs evidenced by an increase in the number of employers utilizing on-the-job training, incumbent worker training and transitional worker services.

3. Identify opportunities to leverage resources through expanded partnerships.
4. Decrease turnover in one-stop operators and ensure compliance with the operating agreement and overall consistency in operations.
5. Increase jobseeker awareness of Workforce Development Board services and opportunities through a targeted campaign using social media and other marketing platforms.
6. Build the capacity to meet the needs of employers by identifying and supporting certified curricula associated with work readiness, workplace essentials and career intelligence.

### **Goals Related to the Performance Accountability Measures Based on Performance Indicators**

The Virginia and Local Area negotiated levels are:

| <b>Adults</b>   | <b>Virginia<br/>Negotiated<br/>Level</b> | <b>LWDA 17<br/>Negotiated<br/>Level</b> |
|---|--|---|
| Employment 2nd Quarter after Exit                     | 77.0%                                    | 66.9%                                   |
| Employment 4th Quarter after Exit                     | 85.0%                                    | 71.7%                                   |
| Median Earnings 2nd Quarter after Exit                | \$5,500                                  | \$2,600                                 |
| Credential Attainment within Four Quarters after Exit | 61.0%                                    | 61%                                     |
| <b>Dislocated Workers</b>                             |  |   |
| Employment 2nd Quarter after Exit                     | 83.0%                                    | 70.0%                                   |
| Employment 4th Quarter after Exit                     | 85.0%                                    | 60.0%                                   |

|   |         |         |
|---|---------|---------|
| Median Earnings 2nd Quarter after Exit                | \$7,600 | \$3,700 |
| Credential Attainment within Four Quarters after Exit | 64.0%   | 71.8%   |
| <b>Youth</b>  |         |         |
| Employment 2nd Quarter after Exit                     | 63.0%   | 55.0%   |
| Employment 4th Quarter after Exit                     | 60.0%   | 70.0%   |
| Credential Attainment within Four Quarters after Exit | 68.0%   | 52.5%   |

In addition, the West Piedmont Workforce Development Board recognizes the importance of having both the required measures and additional measures that provide a management tool for making improvements and assessing progress.

The following were brainstormed at the strategic planning session as potential success indicators to be considered in establishing a performance management dashboard that go beyond the required measures:

- Get feedback from employers on what they value and track success in those areas.
- Diversification of funding – percent of total dollars not in WIOA formula funding for adults, dislocated workers and youth.
- Federally required performance metric
- Number of businesses served
- Number of jobseekers trained and workforce system dollars expended in each of the in-demand industries.

- Number of jobseekers completing soft skills certification.

#### ***e. Strategy and Partnerships***

##### **Strategies to Work with the Core Programs and Required Partners to Align Resources, and Achieve the Strategic Vision and Goals**

The West Piedmont Workforce Development Board and its contracted One Stop Operators and Business Services Teams will work collaboratively to expand existing relationships with both public and private sector entities to articulate and demonstrate the value of services provided by the Workforces System. These partnerships will support sector strategies as we focus on high demand occupations in the manufacturing, healthcare, customer service, and logistics industries as we collaboratively bring awareness to the community of training and employment opportunities in these industry sectors. For example, our Business Services contractors work with regional businesses to leverage private sector outreach for targeted recruitment events or job fairs and One Stop partners collaboratively engage to support the events. The West Piedmont Workforce Development Board provides funding to its One Stop Operator to support On the Job Training activities to leverage businesses' investment in training these individuals. Through Incumbent Worker Training activities, the West Piedmont Workforce Development Board supports and leverages the professional development of current staff of businesses to provide promotional opportunities, increase in skill level to become more efficient and competitive, create

opportunities to backfill positions and support career pathways to move individuals up the career ladder.

The West Piedmont Workforce Development Board is establishing a partnering convening group comprised of Core Program Partners to provide recommendations and advice on the local workforce system and to establish procedures for aligning resources. The partnering convening group will enhance the West Piedmont Workforce Development Area's ability to carry out the vision and goals for the workforce system:

- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in the Virginia statewide database.
- Establish initial screening questions to help in identifying potential partner engagement.
- Establish partner lists of typical characteristics for each program in with respect to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Use a negotiated referral process that is triggered based on the initial screening findings.
- Create a service map of available basic and individualized career services, training, and supportive services.

- Create a system orientation to be used at all access points in the West Piedmont Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.
- Establish a tracking form that will be used until such time as a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will help partners follow through on referrals, pitch co-enrollment possibilities, discuss performance strategies, and coordinate exits.
- Core Program Partners that have a “job” as a planned outcome for clients will be invited to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families.

- Core Program Partners plus educational institutions and economic development representatives will assist in the creation and support of sector partnerships for existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into their responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The educational institutions will include Carl Perkins options in the equation to assist with credits for eligible participants.
- Core Program Partners have agreed during the strategic planning session to the existing and emerging in-demand industries and occupations that the West Piedmont Workforce Development Area will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

#### ***f. Additional Strategic Elements***

The West Piedmont Workforce Development Board will develop a finalized version of the dashboard/scorecard with input from the Program Planning and Development Committee, Marketing Committee, Youth Committee, and Executive Committee before July 1, 2017. Dashboard



updates will be provided to standing committees and the Board on a monthly basis to keep them informed of progress. Business services measures will be developed at the local level before July 1, 2017, and the LWDB will incorporate any required additional measures as provided by the VCCS.

### **Regional Vision for Workforce Development**

The vision statement for the West Piedmont Workforce Development Area (Region) is:

*In the West Piedmont region, employers have access to a skilled workforce and individuals maximize their desired career potential.*

### **Protocols for Planning Workforce Strategies that Anticipate Industry Needs**

The integrated business services team will work to ensure industry needs are understood and incorporated into the career pathways design for the local area by:

- creating a single point of contact for businesses;
- establishing a collaborative outreach and recruitment structure;
- coordinating workforce services and training options;
- leveraging resources;
- sharing performance outcomes;

- creating and managing a talent pipeline in existing and emerging in-demand industries and occupations;
- establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations;
- identifying skill and knowledge gaps between what businesses needs and expect and what training options are available;
- working with education to enhance or establish short-term training options for portable or stackable credential/certification opportunities; and
- working with economic development representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes.

West Piedmont Workforce Development Board will develop and submit to the Governor and the Board an annual workforce demand plan for the workforce development board area based on a survey of local and regional businesses that reflects the local employers' needs and requirements and the availability of trained workers to meet those needs and requirements.

### **The Needs of Incumbent and Underemployed Workers in the Region**

Economic development partners will be apprised of the availability of incumbent worker training, on-the-job training, and customized training funding that can assist eligible existing workers and eligible new hires in building the necessary skills and knowledge to benefit the employers and provide a career path for workers. The Integrated Business Services Team will include these initiatives in their outreach and recruitment packages that will be used for business development.

### **The Development of Partners and Guidelines for Various Forms of On-the-Job Training, such as Registered Apprenticeships**

West Piedmont Workforce Development Area will utilize on-the-job training, including apprenticeships when they are identified in a demand industry. In addition, other work-based learning will be part of the business services toolkit including work experience, job shadowing, customized training, incumbent worker training, and transitional job training.

West Piedmont Workforce Development Board revised its on-the-job training policy (Attachment 4g) to reflect changes in the Workforce Innovation and Opportunity Act.

### **The Setting of Standards and Metrics for Operational Delivery**

The West Piedmont Workforce Development Board will develop a finalized version of the dashboard/scorecard with input from the Program Planning and Development Committee, Marketing Committee, Youth Committee, and Executive Committee before July 1, 2017. This dashboard will include business metrics that are quantifiable and used to track and assess the status of specific business processes and identified outcomes. The required common measures will be included along with process standards and business service outcomes. Dashboard updates will be provided to standing committees and the Board on a

monthly basis to keep them informed of progress. Business services measures will be developed at the local level before July 1, 2017, and the LWDB will incorporate any required additional measures as provided by the VCCS.

**Alignment of Monetary and Other Resources, Including Private Funds and In-Kind Contributions, to Support the Workforce Development System**

The Memorandum of Understanding for the West Piedmont Local Development Area states:

It is agreed that the program services and activities provided through the Center will be funded by partners of the Center. In addition, a Resource Sharing Agreement will be developed using an agreed upon methodology with the West Piedmont Workforce Development Board and will include shared costs for facilities and/or related items among all partners.

Shared costs may be offset by negotiated in-kind services on a case-by-case basis.

At the Centers, the rent allocation is paid by state agencies including the Department for Aging and Rehabilitation, Virginia Employment Commission, Danville Community College, Patrick Henry Community College, Department of Social Services – DCSE, and Virginia Department of Health, and local agencies including Community Action, Southern Area Agency on Ageing, Danville Public Schools/ Adult Education and Literacy, Goodwill, and West

Piedmont Works. Square footage occupied is the sum of the floor area of each office, work station, or other room or space that is assigned to or reserved for the use of one or more partners rather than being shared by all. Partners are invoiced monthly for expenses incurred. Common area calculations are charged according to the percent of direct space costs paid by each partner.

### **The Generation of New Sources of Funding to Support Workforce Development in the Region**

West Piedmont Workforce Development Area is committed to identifying new sources of funding to provide diverse funding including County funds and new grant funds for specialized populations. The West Piedmont Workforce Development Board is exploring fee-for-service options to provide more flexibility in providing creative and innovative solutions to help employers hire qualified workers.

The West Piedmont Workforce Development Board has secured other sources of funding for the second year with the Department of Transportation and Rail for the Ride Solutions funded program. Ride Solutions provides alternative transportation options – ridesharing (carpooling and vanpooling), biking, public transit, walking, and guaranteed ride home services – to residents living within the greater New River and Roanoke Valleys, Region

2000 and West Piedmont regions of southwestern Virginia. Through free services, the program partners with citizens and businesses to connect them with commuting options – beyond the single-occupancy vehicle – to access work and school via the [www.ridesolutions.org](http://www.ridesolutions.org) website and outreach activities. Ride Solutions is a grant-funded program made possible through the partnership agencies of Virginia Department of Rail and Public Transportation (VDRPT), Roanoke-Valley Alleghany Regional Commission, New River Valley Planning District Commission, and Region 2000 Local Government Council. The West Piedmont Workforce Development Board is a subgrantee of the Roanoke-Valley Alleghany Regional Commission. Our first year of participating in the program, the West Piedmont Workforce Development Board excelled all performance measures, registering over 75 individuals into the ride sharing program. This forms a solid nucleus that local individuals with a lack of reliable transportation can utilize to find a reliable car pool to get them to and from work.

The West Piedmont Workforce Development Board is also the recipient of a Workforce Innovation Fund grant titled the Virginia Financial Success Network. The Virginia Financial Success Network is a Department of Labor funded study that aims to study the impact of bundling the traditional service offered at the Workforce Centers with financial literacy services provided by a

Financial Coach. The grant also provides funding for supportive services that can be utilized to assist participants placed into the study meet their goals.

Recently, the West Piedmont Workforce Development Board applied for and was awarded a grant to create a website and provide activities with the purpose of promoting opportunities to work, live and raise a family in the Martinsville-Henry County area, [www.welcomehomemhc.com](http://www.welcomehomemhc.com). The grant was funded by the Harvest Foundation, a local foundation, through their Pick Up the Pace Grant.

Also, the West Piedmont Workforce Development Board was awarded an America's Promise Grant as a sub-grantee. The program is a four year H1-B project funded by the Department of Labor to build a pipeline of skilled workers to help businesses fill existing job openings and meet job needs for expansion. The grant involves four Workforce Areas, and aims to serve 1,100 individuals over the course of the project. The Local Workforce Areas involved in this grant include the Southwest Virginia Workforce Development Board based in Lebanon; the New River/Mt. Rogers Workforce Development Board based in Radford; the Western Virginia Workforce Development Board based in Roanoke, and the West Piedmont Workforce Development Board. The West Piedmont Workforce Development Board has hired a Workforce System Navigator to recruit and provide case management services to



customers and provide funding to assist business services in efforts to identify needs and place participants in subsidized and non-subsidized employment opportunities. The grant is heavily focused on meeting the needs of employers within the region. The goal will be to leverage WIOA formula funds with funding provided by the grant to provide expanded services along a continuum for customers in the region. This will enable the West Piedmont Workforce Development Board to focus on middle skills development, assist with the development of best practices for the Workforce Network, and expand the number of potential customers that the region can serve through relaxed eligibility requirements. Individuals will be co-enrolled whenever possible, including co-enrollments with community partners, if individuals are not WIOA-eligible.

West Piedmont Workforce Development Board plans to reapply for funding from the Neighborhood Assistance Tax Credit Program. The purpose of the Neighborhood Assistance Program (NAP) is to encourage businesses, trusts and individuals to make donations to approved 501(c) (3) organizations for the benefit of low-income persons. In return for their contributions, businesses, trusts and individuals may receive tax credits equal to 65 percent of the donation that may be applied against their state income tax liability. These donations will allow the Local Area to support workforce needs for its

customers which we are unable to provide with Workforce Innovation and Opportunity funding.

**Forming partnerships, how these public and private resources are going to support sector strategies, career pathways and career readiness skills**

The West Piedmont Workforce Development Board and its contracted One Stop Operators and Business Services Teams will work collaboratively to expand existing relationships with both public and private sector entities to articulate and demonstrate the value of services provided by the Workforces System. These partnerships will support sector strategies as we focus on high demand occupations in the manufacturing, healthcare, customer service, and logistics industries as we collaboratively bring awareness to the community of training and employment opportunities in these industry sectors. For example, our Business Services contractors work with regional businesses to leverage private sector outreach for targeted recruitment events or job fairs and One Stop partners collaboratively engage to support the events. The West Piedmont Workforce Development Board provides funding to its One Stop Operator to support On the Job Training activities to leverage businesses' investment in training these individuals. Through Incumbent Worker Training activities, the West Piedmont Workforce

Development Board supports and leverages the professional development of current staff of businesses to provide promotional opportunities, increase in skill level to become more efficient and competitive, create opportunities to backfill positions and support career pathways to move individuals up the career ladder.

## SECTION II: Local Workforce Development System Elements

### a. *Programs/Partners Overview*

#### The programs that are included in the system

All core and required partners that provide services in the West Piedmont Workforce Development Area are part of the local workforce system. Funding streams that represent core and required partners include:

- Carl Perkins Career and Technical Education Act
  - Services to individuals who are eligible to receive career and technical education at the secondary and post-secondary levels. Educational institutions are the providers.
- Community Services Block Grant
  - Services low-income individuals to empower, educate, coordinate and assist with reducing poverty and building self-sufficiency.
- Migrant and Seasonal Farmworkers
  - Services migrant and seasonal farmworkers to provide educational and employment assistance.

- Older Americans Act
  - Services older adults through Senior Community Service Employment Program with employment and training assistance.
- Temporary Assistance for Needy Families
  - Services individuals who have dependent children with cash assistance when available resources do not fully address the family's needs while preparing program participants for independence through work.
- Title I Adult
  - Services target individuals who are 18 and older and who have been chronically unemployed or underemployed, have barriers to getting and keeping a job, and need assistance with job search and/or training.
- Title I Dislocated Worker
  - Services target individuals who have lost their jobs due closure or downsizing with no fault of their own.
- Title I Youth

- Services target older youth 18 years to 24 years of age who have barriers to getting and keeping a job and are in need of educational and employment services.
- Title II Adult Education and Literacy
  - Services target individuals in need of basic education classes with low basic skills and low educational attainment; English language acquisition for eligible learners to achieve competence in reading, writing, speaking and comprehension of the English language; and math skills needed to attain a high school credential and transition to post-secondary education and employment. These services are awarded through a competitive application process at the State level.
- Title III Wagner-Peyser
  - Services target individuals who are in need of help with updating or developing a resume and labor exchange assistance that connects them to employment.
- Title IV Rehabilitation Act
  - Services target individuals with disabilities and as per the WIOA will be treated mainstream when accessing the American Job Centers.
- Trade Act

- Services individuals who are eligible workers who lose their jobs, or whose hours of work and wages are reduced, as a result of increased imports or production transfers abroad.
- Unemployment Compensation
  - Services individuals who are unemployed and eligible to receive unemployment compensation.
- Veterans Program
  - Services individuals who are veterans with significant barriers to employment to receive tailored employment and training services.

**How the Local WDB will support the strategies identified in the State Plan under 676.105**

West Piedmont Workforce Development Board included all core program partners in the development of the local strategic plan to support the Integrated Plan. As per the State's Integrated Plan, West Piedmont will align resources in workforce and education to meet the needs of businesses. West Piedmont Workforce Development Board's goals are referenced on page 7 of this document, as they relate to supporting the State's Combined Plan. This starts with the knowledge of which occupations are in-demand and forecasted to remain in-demand over the next decade. Workforce and education systems will align with economic

development priorities. Training will align with current and emerging workforce needs.

The West Piedmont Workforce Development Board supports the State's five alignment goals:

1. Increase business engagement and deliver value to our business customers.
2. Achieve measurable skills development in our job-seeking customers in the form of workforce credentials that matter to business.
3. Fill jobs in demand occupations that show promise for long-term growth in industries that are strategic to Virginia's economy and strengthen Virginia's regions.
4. Help individuals, including individuals with barriers, gain access to the middle class and demonstrate career progression.
5. Ensure that workforce system public investments generate a quality return to Virginia and the customers we serve.

Alignment will be achieved through coordinated efforts that are agreed upon by two strategic integrated teams, the West Piedmont Partner Convening Group and the West Piedmont Integrated Business Services Team as described within this Integrated Plan.



The West Piedmont Workforce Development Board will continue to partner with Business Services Teams to garner data from employers during site visits, through surveys and other means of communication to clearly understand business needs and develop and deliver efficient solutions. Work is in progress with private sector businesses to develop videos which promote regional in-demand manufacturing and healthcare occupations and increase awareness of career progression.

**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 to support service alignment**

The partnering convening group will consider some fundamental concepts to achieve alignment and integration of service delivery including:

- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in the Virginia statewide database.

- Establish initial screening questions to help in identifying potential partner engagement.
- Establish partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Use a negotiated referral process that kicks in based on the initial screening findings.
- Create a service map of available basic and individualized career services, training, and supportive services.
- Create a system orientation to be used at all access points in the West Piedmont Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.
- Establish a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.

- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a “job” as a planned outcome will be invited to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families.
- Core Program Partners plus Educational Institutions and Economic Development Representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The educational institutions will include Carl Perkins options in the equation to assist with credits for eligible participants.

- Core Program Partners have agreed during the strategic planning session to the existing and emerging in-demand industries and occupations that the West Piedmont Workforce Development Area will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

The partnering convening group will advise the West Piedmont Workforce Development Board on its recommendations regarding alignment and integration to inform the development of new policies and procedures to support the group's coordination.

### **How the Local WDB will collaborate with the community colleges**

Community Colleges are represented on the West Piedmont Workforce Development Board and play an essential role in strategic planning and enhancement of the local workforce system including sector strategies and career pathways.

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 that

are receiving TANF and/or VIEW benefits and WIOA contractors co-enroll participants when appropriate.

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.

### **How the Local WDB coordinates and interacts with Chief Elected Officials**

Chief Elected Officials are represented on the West Piedmont Workforce Development Board and play an essential role in strategic planning and enhancement of the local workforce system.

Chief Elected Officials in the West Piedmont Workforce Development Area have executed a Consortium Agreement. Workforce Development Board Members are appointed according to the Consortium Agreement. As required by the Workforce Innovation and Opportunity Act (WIOA), Chief Elected Officials designate the local fiscal agent and are liable for any and all misuse of WIOA funds allocated to the West Piedmont Workforce Development Area.

The Chief Elected Officials approve the West Piedmont Workforce Development Board's budget to carry out its purposes under WIOA. The Chief Elected Officials meet quarterly with WDB staff and the board President.

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

The West Piedmont Workforce Development Board procures its One-Stop Operator and Continuous Improvement Assistant to plan and ensure that monitoring and oversight of the Workforce Innovation and Opportunity Act services and activities are consistent with Federal, State, and Local statutory and regulatory requirements. Monitoring occurs once every program year. WPWDB

staff, which is the Continuous Improvement Assistant, is responsible for conducting the monitoring review and will follow a standardized review method that will result in written reports. Written reports will include record findings, any needed corrective actions, and due dates for the accomplishment of corrective action. Prior to on-site review, WDB will notify the One-Stop Operator, in writing, of the local monitoring plan to conduct a review. Together, they will arrange a time to organize the entrance conference, to identify files needed for on-site review, assure the appropriate staff is available for on-site visit, and then schedule the exit conference. To complete monitoring, the Continuous Improvement Assistant will create written reports that will be given to the One-Stop Operator, who will then complete a corrective action plan based on the findings of the report. Lastly, the Continuous Improvement Assistant will conduct a Follow Up review to ensure that findings are resolved. Monitoring updates will be provided to the Program Planning and Development Committee, who will identify if additional measures need to be imposed to ensure programmatic integrity.

**How the Local WDB conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local WDB**

West Piedmont Workforce Development supports the State's requirements for the Sunshine Provision:

In order to comply with state "sunshine provisions", the Board and

any subcommittee authorized to take official action on behalf of the Board must do the following:

1. Take official action and engage in deliberations only at meetings open to the public. "Official action" includes making recommendations, establishing policy, making decisions, and/or voting on matters of Board business. "Deliberations" are discussions of Board business necessary in order to reach decisions.
2. Ensure that all meetings are held in an accessible location for those with a disability and that all information is provided in accessible and alternate formats.
3. Give public notice of meetings in accordance with applicable state code provisions, including public notice in advance of any special meeting or rescheduled regular meeting.
4. Ensure that votes of Board members be publicly cast and, in the case of roll call votes, recorded.
5. Keep written minutes of all public meetings, including date, time and place of the meeting, members present, the substance of all official actions, a record of roll call votes, and the names of any



citizens who appeared and gave testimony.

All members of the Board serve a public interest and trust role and have a clear obligation to conduct all affairs in a manner consistent with this concept. All decisions of the Board are to be based on promoting the best interest of the state and the public good. Accordingly, all members of the Board are subject to the provisions of the State and Local Government Conflict of Interest Act.

Each Board member files a financial disclosure statement with the Virginia Ethics Commission as a condition of assuming membership and then, annually while serving as a Board member. Any Board member with a potential or actual conflict of interest must disclose that fact to the Board as soon as the potential conflict is discovered and, to the extent possible, before the agenda for the meeting involving the matter at issue is prepared.

b. ***Collaborative Strategies***

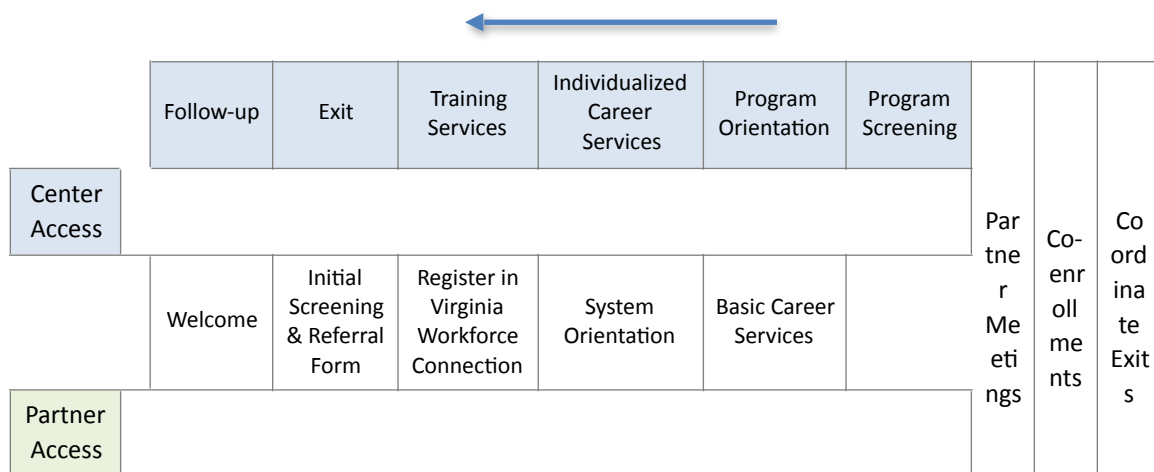
***Provide a description of how the Local WDB will work with entities carrying out core programs.***

**Expand Access to Employment, Training, Education, and Supportive Services for Eligible Individuals, Particularly Eligible Individuals with Barriers to Employment**

The West Piedmont Workforce Development Board will actively promote activities collaboratively with workforce, community and private sector partners. Examples of activities include workforce partner outreach during job fairs or

targeted recruitment events, civic organization events, faith based events and through social media outlets such as Facebook and Twitter and cost allocated radio or other media advertisements as agreed upon. We will continue to partner with programs such as Plugged In, Trade Act Assistance (TAA), Elevate/ Supplemental Nutrition Assistance Program (SNAP), Training, Assessment, Retention and Employment (TARE) program, Workforce Credential Grant, Community Recovery Program, Re-entry Council programs, Rural Horseshoe Initiative and High-demand Occupational Programs for Employment (HOPE). The West Piedmont Workforce Development Board will continue to emphasize and encourage co-enrollment in the programs above as well as the America's Promise grant which will be administered by the Local Workforce Board.

West Piedmont Workforce Development Area will engage in a no-wrong door philosophy for access points:



|           |      |                  |                     |                   |  |  |  |
|-----------|------|------------------|---------------------|-------------------|--|--|--|
| Follow-up | Exit | Program Services | Program Orientation | Program Screening |  |  |  |
|-----------|------|------------------|---------------------|-------------------|--|--|--|



Jobseekers, youth, and workers may access the workforce system at the comprehensive American Job Center, a satellite American Job Center, Vocational Rehabilitation (DARS), Department of Social Services, or Adult Education and Literacy. A “no-wrong door” provides common steps regardless of the access point. The partners will establish an initial screening tool that is comprised of some basic questions that provide an indication of whether the individual may be a potential candidate for another Core Program Partner. If the initial screening identifies a potential partner referral may be helpful, the referral process negotiated by each partner agency is triggered. Everyone entering each of the access points will then be provided a computer to register in the State’s database. The partner-convening group will create a system orientation that will be technology-based and individuals will watch the PowerPoint. The system orientation will provide information on the diverse array of options that may be available to all job seekers, including those with barriers. Next, basic career services may be provided by the Center first accessed or partner agency, or an individual may be referred to an American Job Center to utilize the resource room if access is somewhere other than an American Job Center. Next, program screening is conducted by the respective partner including assessments, and the

individual is given the unique program orientation for the services he or she will be enrolled in. Funding streams provide appropriate program services.

The partnering convening group will consider some fundamental concepts to achieve alignment and integration of service delivery including:

- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in the Virginia statewide database.
- Establish initial screening questions to help in identifying potential partner engagement.
- Establish partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Use a negotiated referral process that kicks in based on the initial screening findings.
- Create a service map of available basic and individualized career services, training, and supportive services.
- Create a system orientation to be used at all access points in the West Piedmont Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to

provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.

- Establish a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a “job” as a planned outcome will be invited to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families.
- Core Program Partners plus Educational Institutions and Economic Development Representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the

career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The educational institutions will include Carl Perkins options in the equation to assist with credits for eligible participants.

- Core Program Partners have agreed during the strategic planning session to the existing and emerging in-demand industries and occupations that the West Piedmont Workforce Development Area will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

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

Core Program Partners plus Educational Institutions and Economic Development representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options. The educational

institutions will include Carl Perkins options in the equation to assist with credits for eligible participants.

Virginia has supported 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 West Piedmont Workforce Development Board supports the career pathways model as an effective strategy to help individuals of all skill levels, particularly those who are low-skilled and have barriers, 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.

Important tools to achieve success with career pathways will include: stackable education and training options, contextualized learning, accelerated and integrated education and training, industry-recognized credentials, and multiple workforce system entry and exit points.

West Piedmont WDB staff meets regularly with the community colleges' career coaches, K-12 guidance counselors, and career and technical education staff and their related advisory groups across the region to help give labor market and WIOA-related resource information, support identified occupations in-demand so that students are put on career paths where credentials are earned,

internships are leveraged and barriers eliminated, and share information on pre-apprenticeships.

Regarding contextualized learning, the West Piedmont Workforce Development Board supports numerous work-ready programs at the Workforce Centers and within the region's high schools, community colleges and community based organizations such as STEP, Inc. 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. One example of this is simulating what it is like to work in a food processing manufacturing environment. The West Piedmont Workforce Development Board also supports job clubs and Chamber of Commerce led high school career days and job shadowing programs and encourage WIOA-funded contractors to use adult internships as a way to make work a central context for learning.

The West Piedmont Workforce Development Board supports increasing the capacity of accelerated/integrated education and training programs, such as Plugged-In Virginia and Middle College that position WIOA-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 a core



program partner, Adult Education and Literacy, the West Piedmont Workforce Development Board will increase the capacity for individuals to get their GED,

In regard to industry-recognized credentials, the West Piedmont Workforce Development Board has a policy that it will only subsidize education and training programs and credentials that are documented as in-demand occupations (Attachment 4u).

Multiple workforce system entry and exit points will be established through the Partner Convening Group with the goal of a no-wrong door approach. In other words, Workforce Centers and partner agencies will establish processes to support multiple entry and exit points.

Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.

The partners in the West Piedmont Workforce Development Board will be promoting co-enrollments when it is advantageous for service options to the client and to leverage resources. Case management will be done by the primary partner, or in other words, the partner that enrolled the individual onto a program first. Subsequent co-enrollments will do secondary case-management and work

with the primary case manager during the partner meetings to coordinate efforts. If a client leaves a partner program and is still co-enrolled in another, the partners may choose to transfer the primary case management to the active program.

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

The West Piedmont Workforce Development will actively promote activities collaboratively with workforce, community and private sector partners. Examples of activities include workforce partner outreach during job fairs or targeted recruitment events, civic organization events, faith based events and through social media outlets such as Facebook and Twitter and cost allocated radio or other media advertisements as agreed upon. We will continue to partner with programs such as Plugged In, Trade Act Assistance (TAA), Elevate/ Supplemental Nutrition Assistance Program (SNAP), Training, Assessment, Retention and Employment (TARE) program, Workforce Credential Grant, Community Recovery Program, Re-entry Council programs, Rural Horseshoe Initiative and High-demand Occupational Programs for Employment (HOPE).

The West Piedmont Workforce Development Board will continue to emphasize and encourage co-enrollment in the programs above as well as the America's Promise grant which will be administered by the Local Workforce Board.

The West Piedmont Workforce Development Area's most recent Workforce Analysis has identified high growth occupation areas. 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 on-the-job-training (OJT) or skills training below the one-year or two-year college certificate level."

The West Piedmont Workforce Development Board supports increasing the capacity for the region for individuals who are unemployed or underemployed to have access to contextualized Adult Education and Literacy and partnership with Adult Education and Literacy 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 West Piedmont:

**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

The West Piedmont Workforce Development Board has a local demand occupation policy that states Workforce Innovation and Opportunity Act training funds can only be used for occupations documented as in demand. Contractors adhere to this policy, which details procedures for developing the demand-driven and high growth occupation lists (Attachment 4u).

The West Piedmont Workforce Development Area regularly meets or exceeds credential attainment performance measures.

c. ***Business Services***

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

The West Piedmont Workforce Development Board will continue to focus on business as the primary customer. The West Piedmont Workforce Development Board will continue to coordinate with the Chambers and contracted business services providers to meet the needs of business. The West Piedmont Workforce Development Board has facilitated the development of a Business Services MOU to facilitate stronger relationships between organizations participating in the Integrated Business Services Team. The West Piedmont Workforce Investment Board will continue moving forward with the development and implementation of the MOU and it will be finalized based on guidance received from the state. In addition, an Integrated Business Services Team has been formed.

The integrated business services team works to ensure industry needs are understood and incorporated into the career pathways design for the local area:

- Creating a single point of contact for businesses
- Establishing a collaborative outreach and recruitment structure
- Coordinating workforce services and training options
- Leveraging resources
- Sharing performance outcomes
- Creating and managing a talent pipeline in existing and emerging in-demand industries and occupations

- Establishing an inventory of existing training options, particularly those that include a credential or certification in existing and emerging in-demand industries and occupations
- Identifying skill and knowledge gaps between what business needs and expects and what training options are available
- Working with education to enhance or establish short-term training options for portable or stackable credential/certification opportunities
- Working with economic development representatives to ensure a dynamic approach to meeting the ever-changing needs of business and industry as the in-demand sector landscape grows or diminishes

West Piedmont Workforce Development Board will develop and submit to the Governor and the Board an annual workforce demand plan for the workforce development board area based on a survey of local and regional businesses that reflects the local employers' needs and requirements and the availability of trained workers to meet those needs and requirements.

**Address how the region's workforce entities will involve employers in the formation of new workforce development activities**

The West Piedmont Workforce Development Area is represented on the Board by businesses that are leaders within the industries that are forecasted to

be in demand. The Program Planning Committee and the Marketing and Alternative Sources of Revenue Committee will play a key role with tapping into the subject matter expertise of industry leaders to recruit workers, to create program designs that build toward a talent pipeline that meets the needs and expectations of business, and to launch an awareness campaign for business to know the value and benefit of participating with the local workforce system.

In addition, West Piedmont continues to work closely with Chambers who represent businesses in the region by funding a Workforce Innovation and Opportunity Act business service managers at each Chamber. These business service managers lead the Integrated Business Services Team and work in a collaborative manner with all the core and required partners in West Piedmont.

**Identify what activities will be undertaken to address employer's specific workforce needs**

The WPWDB, partners, and Business Services Representatives will work closely with business representatives on the West Piedmont Workforce Development Board and establish an integrated and seamless approach to serving employer needs and expectations. This will start with continued and enhanced work on sector partnerships that will drive the program designs for career pathways. The sector partnerships for the West Piedmont Workforce Development Area will engage employers to determine skill requirements for employment and for career progression.

The LWDA funds business services staff in each locality that comprise the local region, enabling employers to develop a close, personal relationship with workforce staff. Business Services Managers are responsible for conducting outreach to local employers, working to identify workforce needs so the LWDA can respond to employer demands at a speed that satisfies their requirements. Business Services Managers regularly meet with employers to identify needs, and Center staff to communicate the expectations and requirements of local employers. Meetings at the Workforce Centers are held at a minimum, monthly, to enable partners to remain apprised of the directions that local employers are moving in. The most common services provided to employers are Incumbent Worker Training and the filling of existing vacancies through a combination of job fairs, the advertisement of available positions, recommendation of individuals receiving services at the Workforce Center, or placement into a subsidized work experience or On-the-Job Training arrangement. Partners are able to contribute to the knowledge and awareness of business needs in a variety of manners. For example, Patrick Henry Community College regularly convenes Business and Industry Leadership Teams composed of local employers to discuss workforce challenges. The Virginia Employment Commission also regularly interacts with local employers through the collection of job orders posted on the state's database. These job orders are communicated on a weekly basis to center partners, and promoted via the LWDB's social media and website.



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

The West Piedmont Workforce Development Area will convene an Integrated Business Services Team comprised of Core Program Partners, Educational Institutions, and Economic Development to create a seamless and integrated approach to meeting business needs and expectations. Each of these groups regularly interacts with local employers, identifying current and project needs. These needs are discussed at roundtable meetings involving all partners participating in the Integrated Business Services Team. Programs and services that deliver value to businesses are identified and provided to local employers. By demonstrating value, the employers gain an increased faith and interest in participating in the workforce system.

The LWDA will rely primarily on its Business Services teams to engage local employers. The most common way in which this is accomplished is through one-on-one meetings that occur at the employer's office. These meetings provide the Business Services Managers an opportunity to discuss the specific needs of the employer. Once these needs have been identified, the Business Services Managers are able to discuss the different services that are offered by the WPWDB and its partners. For partner services, referrals are made. In the two largest localities served by the WPWDB, the contractor that delivers

Business Services are the local Chambers of Commerce. This provides added credibility when conducting outreach to local employers as the Chambers already serve as an advocate for local employers. Partner agencies have other strategies in place that ensure the LWDA is informed of employer needs. Examples include the Business and Industry Leadership Teams convened by Patrick Henry Community College, the Local Veterans Employment Representative, and job orders that are communicated to the Virginia Employment Commission.

Successful workforce systems utilize both job development and business development methods in serving business and industry customers and assisting jobseekers in getting and keeping a job. It is understood that job development and business development are very different outreach and recruitment approaches to working with business and industry.

The West Piedmont WDB sees job development as an approach that requires specific funding sources to reach out to small and family-owned businesses with a particular client in mind in an effort to place the individual with known barriers, strengths, and weaknesses in a work-based learning opportunity. Job development will remain the responsibility and role of individual partner programs.

Business development, on the other hand, is about outreach and recruitment of business customers to request applicants when openings occur. Typically, business development is conducted at medium size to large businesses. The West Piedmont Workforce Development Area's Integrated Business Service Team will focus its efforts on business development activities.

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

According to VBWD Policy 13-01, the role of West Piedmont Workforce Development Area and Virginia Workforce Centers in Providing Business Services includes:

- Build Relationships with Business and Business-focused Organizations
- Coordinate and Streamline Business Services by Virginia Workforce Center Partners
- Act as an Informational Resource to Businesses
- Assist Businesses in the Recruiting Process
- Assist Businesses with Addressing Training Needs
- Provide Quality Individualized Services to Businesses

The West Piedmont Workforce Development Board embraces these concepts and has established an Integrated Business Services Team that will

ensure all of the elements are included in the local strategies for business services.

Employers continue to indicate that they want a more seamless approach to serving business. The Integrated Business Services Team in West Piedmont will provide an opportunity to finally achieve that request through the development of a single point of contact that provides access to all workforce system partner services in the region. Program designs will be created utilizing a career pathways model to build a talent pipeline that assists businesses with onboarding activities. Soft skills modules certified by the West Piedmont Workforce Development Board will assist with successful onboarding and prepare jobseekers for getting and keeping the job.

**To better coordinate workforce development programs and economic development**

Economic Development is represented on the West Piedmont Workforce Development Board and plays an essential role in strategic planning and enhancement of the local workforce system.

Economic Development partners will be apprised of the availability of Incumbent Worker Training, On-the-Job Training, and Customized Training that can assist eligible existing workers and eligible new hires in building the necessary skills and knowledge to benefit the employers and provide a career path for workers. The Integrated Business Services Team includes these initiatives in their outreach and recruitment packages that will be used for business development.

Economic Development will be invited to participate in the Partner Convening Group to discuss and formulate strategies to serve business and industry effectively and to play an important advisory role in the development of the local plan deployment including input regarding existing and emerging industries and occupations that are forecasted to be in-demand during the upcoming four years.

Economic Development representatives will be asked to participate in collecting information from business customers regarding the skills and knowledge they are looking for to fill entry level and middle skill jobs in the in-demand occupations. This will be done in the form of an electronic survey to their business and industry contacts. This survey will be conducted in coordination with the Sector Partnership for each in-demand industry and

occupation to assist in providing the career path flow. Economic Development will be involved in the Sector Partnership meetings.

Economic Development will be asked to provide a training session to West Piedmont Works partners on what they do and how the workforce system and Economic Development can work together.

**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 to meet the needs of regional employers**

The Workforce Innovation and Opportunity Act requires the Workforce Centers to include information and assistance for Unemployment Insurance as part of the service menu for basic career services.

West Piedmont Workforce Development Board recognizes Unemployment Insurance claimants are an essential pool of applicants for local workforce system activities such as on-the-job training, customized training, apprenticeships, and other work-based learning opportunities. Unemployment Insurance will be invited to participate on West Piedmont's Partner Convening Group where referral methodologies will be established.

Unemployment Insurance subject matter experts either at the local area or State level will be asked to provide fundamental training to all front-line and supervisory partner staff at the Workforce Centers in the West Piedmont Workforce Development Area. In addition, a “frequently asked questions” sheet will be developed for easy reference by the individuals working the front door coverage, resource room coverage, workshops, and case management. Questions that require more in-depth knowledge will be referred to a designated Wagner-Peyser or Unemployment Insurance staff person either on-site or by phone.

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**

The West Piedmont Workforce Development Board works collaboratively with regional economic development agencies to promote opportunities for employers in the area. The WDB is listed as a resource on economic development websites. The WDB supports entrepreneurial skills training and microenterprise services by supporting the Start Up Martinsville entrepreneurial training, Young Entrepreneurs Academy, and promoting entrepreneurship on the West Piedmont Works website with information regarding entrepreneurship as a career pathway and calendar to promote entrepreneurial events in the

community. The WDB and its contractors work collaboratively to meet the needs of expanding businesses and new staffing needs of companies in the region.

e. ***One Stop System***

***Provide a description of the one-stop delivery system in the local area***

The West Piedmont Workforce Development Area has a vibrant and robust one-stop delivery system with strong partner collaboration and a focus on being customer-centric. There is a spirit of cooperation by the partner agencies demonstrated by the willingness to share information regarding funding and institutional resources to better serve mutual customers, both businesses and job seekers through an integrated system. Full cooperation requires mutual trust and teamwork among the partners to accomplish shared goals.

All of the Core Program Partners have a presence in each of the two comprehensive Virginia Workforce Centers and all contribute financially and in-kind toward the infrastructure costs through direct space costs and common space charges.

West Piedmont Works has a Partner Convening Group that will consider some fundamental concepts to achieve alignment and integration of service delivery in the Centers including:



- Ensure that ALL jobseeker clients, regardless of where they first access the workforce system, will be registered in the Virginia statewide database.
- Establish initial screening questions to help in identifying potential partner engagement.
- Establish partner lists of typical characteristics for each program in regard to potential eligibility and suitability for enrollment to assist with targeted referrals.
- Use a negotiated referral process that kicks in based on the initial screening findings.
- Create a service map of available basic and individualized career services, training, and supportive services.
- Create a system orientation to be used at all access points in the West Piedmont Workforce Development Area.
- Initiate a primary case management system where an individual maintains his or her case manager at the point of first enrollment to provide a single point of contact regardless of the subsequent funding streams he or she may be co-enrolled in. Subsequent funding streams will serve as a program contact that maintains appropriate recordkeeping to track progress and performance data.

- Establish a tracking form that will be used until such time a statewide electronic tracking is available via an integrated case management system.
- Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will serve as informational to help partners follow through on referrals, to provide opportunities for pitching co-enrollment possibilities, discuss performance strategies, and to coordinate exits.
- Core Program Partners that have a “job” as a planned outcome will be invited to participate on an integrated business service team including Adults, Dislocated Workers, Youth, Wagner-Peyser, Vocational Rehabilitation, and Temporary Assistance for Needy Families.
- Core Program Partners plus Educational Institutions and Economic Development Representatives will assist in the creation and support of sector partnerships for the identified existing and emerging industries and occupations. The sector partnerships will incorporate career pathways into its responsibilities in terms of creating a flow of the career path options, analysis of the needs and expectations of business customers, analysis of the existing skills and knowledge of the talent pipeline, and work with education representatives to tap into existing training or create new credentialing or certification options.

The educational institutions will include Carl Perkins options in the equation to assist with credits for eligible participants.

- Core Program Partners have agreed during the strategic planning session to the existing and emerging in-demand industries and occupations that the West Piedmont Workforce Development Area will focus on regarding business development and the building of a talent pipeline to meet business needs and expectations.

In addition to the Partner Convening Group, the Centers are supported by a Business Solutions Team that focuses on employer needs and expectations and assists partners in creating strategies and the framework for talent pipelines for in-demand occupations.

**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**

A goal of the West Piedmont Workforce Development Board is to ensure that the region has a quality workforce prepared to meet the demands of the future. Through the One Stop Memorandums of Understanding and in practice, service providers will continue to engage in activities such as training, workforce development certification and continuous improvement. At each One Stop, Center Management Team members develop and all staff members participate in bimonthly training to provide continuous opportunities to build on skills,

communication and understanding of each program including community programs which operate outside of the One Stop environment which are important to provide customers with wraparound services.

An Eligible Training Provider List is maintained to identify training opportunities that jobseekers may access with Workforce Innovation and Opportunity Act funds when determined an appropriate route. The training programs on this list must meet the application procedures and standards of the West Piedmont Workforce Development Board and are then approved by the Commonwealth of Virginia. Training providers are required to meet annual performance levels to remain on this list. The performance levels are designed to ensure that all training programs meet an acceptable level of quality.

All training providers are required to complete an application and submit information for each program they wish to be considered. Complete applications are reviewed by West Piedmont Workforce Development Board staff and the Board's Program Planning and Development Committee. The Program Planning and Development Committee will make a recommendation to the full Board.

Training provider applications may be reviewed throughout the program year, but must go through the certification process on the Board's Program Year schedule that begins July 1 of each year.

**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 Innovation and Opportunity Act requires each Local Workforce Development Area have at least one comprehensive Workforce Center. West Piedmont Workforce Development Board in coordination with its Chief Elected Officials has created multiple access points across the region to facilitate access to services including:

- Martinsville (Comprehensive Center)
- Danville (Comprehensive Center)
- Chatham (Satellite Center)
- Stuart (Satellite Center)

In addition, partner agencies will serve as access points throughout the region and will participate on the aforementioned Partner Convening Group.

The West Piedmont WDB actively uses several programs that enable it to expand its impact beyond the walls of the Workforce Centers. It has utilized an interview service known as InterviewStream.com that enables participants to practice their interviewing skills outside of Workforce Center. The system allows for customers to load industry specific practice interviews, respond to questions, and view their responses. In order to utilize this service, customers are required

to work with a case manager and create a profile. They will also need access to a computer or a smart device with a camera. Workforce Center staff are able to provide direct feedback to the customer by viewing and critiquing the interview remotely. The Workforce Centers are equipped with tablets and mobile hotspots that enable the Interviewstream services to be delivered to customers. The West Piedmont WDB also participates in a regional grant that aims to address transportation challenges. This grant, known as Ride Solutions, aims to connect individuals that lack access to reliable transportation with other individuals that are willing to carpool. Individuals are able to register for the service online, and all matches are made electronically. Participation in Workforce Center activities is not required before utilizing Ride Solutions. In order to make it easier for jobseekers to search for local employment opportunities, the WPWDB posts the weekly job order list provided by the VEC on its website and social media each week. This enables individuals that have access to a computer and the internet to easily review local employment opportunities. The West Piedmont WDB also utilizes an additional website, [www.WelcomeHomeMHC.com](http://www.WelcomeHomeMHC.com) that promotes local employment opportunities.

One Stop and satellite locations have the “I Speak” posters, language line and use telephone translation software applications as needed to communicate with individuals with limited English proficiency. Additionally, each location has Telecommunications Relay Services (TRS). TRS permits persons with a hearing

or speech disability to use the telephone system via a text telephone (TTY) or other device to call persons with or without such disabilities. All locations are compliant with the Americans with Disability Act.

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

The West Piedmont Workforce Development Board supports and requires compliance as follows:

- Section 188 of the Workforce Innovation and Opportunity Act prohibiting discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation or belief.
- Section 188 of the Workforce Innovation and Opportunity Act requires reasonable accommodations be provided to qualified individuals with disabilities in certain circumstances.
- Virginia Board of Workforce Development Policy No. 600-03 (2017)

All West Piedmont Works partners post required notices to ensure all eligible individuals are aware of the system's obligations to operate programs in a non-discriminatory manner. Equal Employment Opportunity is the Law notices will be posted in all partner facilities and will be reviewed with each program participant and documented in each client file. Equal Employment Opportunity language will be placed on all new and reprinted outreach and recruitment documents.

The One-Stop Workforce Centers are ADA compliant, enabling easy access for individuals with physical disabilities. They feature electronic doors, handicap parking spaces, curb ramps and restroom accommodation. Individuals that have mobility related issues are able to easily move around the One Stop Workforce Centers. Customers that have physical disabilities that impair their dexterity and their ability to use their hands and feet are assisted by Workforce Center staff. They will assist customers in whatever way is required to complete paperwork, conduct job searches, create resumes, apply for jobs, or participate in any other program activity for which the individual is eligible to participate. The Workforce Center staff will also rely on professional rehabilitation counselors employed by the Department for Aging and Rehabilitation and co-located at the Workforce Center. Workforce Center staff are able to use translator services on their phone to assist individuals with speech or language difficulties. All staff are provided with I-speak cards that will help a customer identify the language that



they speak. The Workforce Centers all have publicly posted EO notices, informing them of their rights. These notices are posted in both English and Spanish. All customers that are enrolled in WIOA programs receive and sign a Notice of EO rights document, outlining their rights and the steps they can take if they feel that their rights have been violated. All outreach materials developed by the West Piedmont WDB contain the appropriate EO language and disclaimers, identifying the availability of alternative aides and services. When phone numbers are provided, the TDD/TYY relay is also provided. The Workforce Centers utilize the common intake form that effectively screens individuals to identify what services they may require. Center staff are on hand to assist any individual that may have difficulty in completing the forms. The Local Area will also conduct regular trainings to ensure that all Center staff are aware of effective strategies and practices to engage and serve individuals with a wide variety of disabilities. These trainings will involve inviting partners from across the region that have extensive experience in serving individuals with disabilities as well as Center partners that specialize in serving this population. Through its participation in the Virginia Financial Study Network, the West Piedmont WDB is able to provide extensive financial literacy assistance to customers. This enables the West Piedmont WDB to ensure that individuals that have disabilities are receiving all of the potential benefits for which they are eligible. The Local Area will regularly evaluate the composition of its customers

and their specific needs so that additional investments can be made in resources that enable local WDB customers to succeed regardless of barrier or disability.

The West Piedmont Workforce Development Board is also committed to ensuring that its website is accessible to individuals with disabilities. The web developer utilizes SiteRay and Google Wave to assess the accessibility of the website. The tools checks spelling and accessibility. The last time the review was run December 2016. The website scored 8.6 out of 10 points on the accessibility scale.

The West Piedmont Workforce Development Board will request that DARS provide training to West Piedmont Works partner staff regarding serving individuals with disabilities.

### **The roles and resource contributions of the one-stop partners**

The Memorandum of Understanding for the West Piedmont Local Development Area states:

*It is agreed that the program services and activities provided through the Center will be funded by partners of the Center. In addition, a Resource Sharing Agreement will be developed using an agreed upon methodology with the West Piedmont Workforce Development Board and will include shared costs for facilities and/*

*or related items among all partners. Shared costs may be offset by negotiated in-kind services on a case-by-case basis.*

At the Danville Center the rent allocation is paid by state agencies including DARS, VEC, DCC, DSS – DCSE, and VDH, and local agencies including Community Action, SAAA, DPS/Adult Education and Literacy, Goodwill, and West Piedmont Works. Square footage occupied is the sum of the floor area of each office, work station, or other room or space that is assigned to or reserved for the use of one or more partners rather than being shared by all. Partners are invoiced monthly for expenses incurred. Common area calculations are charged according to the percent of direct space costs paid by each partner.

#### Workforce Center Roles and Responsibilities:

Workforce Innovation and Opportunity Act- Workforce Innovation and Opportunity Act services are available to eligible participants at all of the Workforce Centers located in the West Piedmont region. Eligible participants work with case managers to determine a career path, find a job, pay for education or career training, assist with the placement into a work experience such as on-the-job training, earn credentials, provide supportive services that lead to a successful outcome in one of the aforementioned areas, provide

additional training and employment preparation that can assist the customer attain and retain employment.

Virginia Employment Commission (VEC) - The Virginia Employment Commission works to assist both jobseekers in finding employment and employers in finding suitable candidates for employment. The Virginia Employment Commission also assist customers with making unemployment insurance benefit claims.

Jobseekers are able to search for jobs on the Virginia Workforce Connection website. Employers are able to utilize the same website to post job vacancies at their companies. The Virginia Employment Commission is an essential partner at the Workforce Center that makes referrals to other agencies that are best equipped to serve customers and assists with the placement of existing customers into employment opportunities. The Virginia Employment Commission also provides labor market information that is valuable for employers, jobseekers, and staff at the Workforce Centers. The Virginia Employment Commission also administers Trade Adjustment Act activities.

Department for Aging and Rehabilitative Services (DARS) - The Department for Aging and Rehabilitative Services has a permanent presence in the two One-Stop Workforce Centers located in the West Piedmont region. DARS provides

assistance to individuals with any type of disability, providing vocational counseling, training and job placement services. DARS also works with all Center partners to ensure the Workforce Centers are accessible and capable of providing exemplary services to customers with a disability.

Senior Community Service Employment Program (SCSEP) - The Senior Community Service Employment program provides work experience based training for eligible individuals 55 years or older. The work experiences are subsidized with the ultimate goal being to help an individual re-enter the workforce.

Adult Education and Literacy - Adult Education and Literacy delivers education services primarily geared towards assisting an individual earn their GED.

Post-secondary Vocational Education- The West Piedmont Workforce Development region is fortunate to have two different community colleges that are strong participants in workforce development. Patrick Henry Community College and Danville Community College each have a presence at a Comprehensive One-Stop Center. Representatives work to place eligible

participants into an On-Ramp program at the local community colleges. The representatives discuss available training programs in in-demand fields that lead to credentials and work with Center partners to identify eligible participants and facilitate their enrollment into the training programs. Community colleges also administer a variety of programs including the HOPE and TARE programs at the Workforce Centers.

Community Action Agencies: Regional Community Action Agencies provide re-entry services for ex-offenders.

**The Virginia Workforce Center Operator for each site in the area**

Goodwill Industries of the Valleys is the One-Stop Operator in Martinsville-Henry County and in Danville-Pittsylvania County Centers. Patrick County Public Schools serves as One-Stop Operator in Patrick County.

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

In an effort to support continuous improvement of seamless customer service and collaboration, the Martinsville Workforce Center recently participated in the Customer Centered Design approach facilitated by Virginia Employment Commission and Virginia Community College staff and will continue its work with this perspective at the forefront. The Center Management Team has committed

to training of all staff on a bimonthly basis and exploring continuous improvement options as suggested by one another.

Over the past eighteen months, the Danville Center has participated in a similar process with an Innovation Team comprised of One Stop partners. The outcomes have included improved communication, inclusiveness of additional community partners outside of the One Stop, and leveraging of resources and training opportunities to individuals in the region. Partners have committed to continued work in this manner to ensure continuous improvement and provide all Center staff with training on a bimonthly basis.

Both One Stops are exploring opportunities to leverage resources for outreach in the broader community, and this will be reflected in future Memorandums of Understanding and Cost Allocation Plans. The Workforce Centers are located at the following locations:

- Martinsville-Henry County
  - 233 West Commonwealth Blvd., Martinsville, VA
- Current Co-Location (all core program partners have a presence)
  - DARS

- VEC
  - PHCC
  - Community Action Agency
  - SCEP
  - Adult Education and Literacy
  - Goodwill
  - Community Recovery Program
  - Title I Formula Workforce Board Funds
- Danville
    - 211 Nor Dan Drive, Suite 1055, Danville, VA
    - Current Co-Location (all core program partners have a presence)
      - DARS
      - VEC
      - DCC
      - DSS – DCSE



- VDH
- Community Action Agency
- SAAA
- DPS/Adult Education and Literacy
- Title I Formula Workforce Board Funds
- Goodwill

**If applicable, the location of Virginia Workforce Network affiliated sites, partner sites or specialized centers**

- Pittsylvania County – 61 North Main Street, Chatham, VA
- Patrick County – 103 West Blue Ridge Street, Stuart, VA

***Provide a description of professional staff development strategies:***

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

The West Piedmont Workforce Development Board invests in ongoing training for Board staff and contractors so that they are aware of all Workforce Innovation and Opportunity Act 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 West Piedmont Workforce Development Board 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 and is working toward adherence to the Virginia Workforce Letter 10-01 where 60 percent of front-line staff in the centers earn professional workforce development certification.

In an effort to collect customer feedback which will be used to measure and improve of the quality of service delivery, each One Stop location and satellite encourage customers to complete a customer satisfaction survey to obtain direct feedback from customers in either written or electronic form. The surveys are distributed in paper form and each computer in the Centers have the electronic link on the desktop of the computer. Handwritten surveys are reviewed by Management Team members and the Center receptionists enters the handwritten surveys so that they are consolidated with any electronic surveys. The Management Team and the West Piedmont Workforce Development Board reviews the consolidated data and discusses areas of opportunity to improve customer service delivery. Business Services contractors are charged with collection similar data from employers for review by the Management Team and the West Piedmont Workforce Development Board to ensure high quality service delivery to business customers.

Staff in the American Job Centers participate in all staff meetings on a monthly or bi-monthly basis to learn more about each other services and bring in community resources to broaden the opportunities to make referrals for customers who have needs in addition to workforce services. Child Supportive Services presentation on their Family Engagement programs is an example of expanding the knowledge of resources. Child Supportive Services has agreed to utilize the American Job Centers in our region to meet with parents so that they may provide their clients with a more seamless handoff to workforce partners.

The Board also supports continuous improvement at the board level. It is a member of 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 and Alternative Sources of Revenue Committee.

The West Piedmont Workforce Development Board adopted a Whistleblower Policy to reflect the network's commitment to uphold the highest standards of honesty and integrity (Attachment 4t).

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

West Piedmont Workforce Development Area staff participates in State training sessions regarding data entry. In addition, the West Piedmont Workforce Development Board has a Continuous Improvement Assistant on staff in charge of monitoring and technical assistance. The Continuous Improvement Assistant reviews and monitors timely data entry.

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

The West Piedmont Workforce Development Board 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. The Workforce Centers collect customer feedback which will be used to measure and improve the quality of service delivery, each One Stop location and satellite encourage customers to complete a customer satisfaction survey to obtain direct feedback from customers in either written or electronic form. The surveys are distributed in paper form and each computer in the Centers has the electronic link on the desktop of the computer. Handwritten surveys are reviewed by Management Team members and the Center receptionists enter the handwritten surveys so that they are consolidated with any electronic surveys. The Management Team and the West Piedmont Workforce Development Board reviews the consolidated data and discusses areas of opportunity to improve customer service delivery. Business Services contractors

are charged with collection similar data from employers for review by the Management Team and the West Piedmont Workforce Development Board to ensure high quality service delivery to business customers.

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

West Piedmont adheres to the Virginia Workforce Board Policy 10-01 where 60 percent of front-line staff in the centers earn professional workforce development certification. DARS counselors are professionally trained, generally with a master's degree, certified rehabilitation counselor, or certified vocational evaluator. DARS is committed to participating in the Virginia Workforce Development System and other cross trainings as needed.

West Piedmont Workforce Development Area Centers have been certified at the lower level. The Board will be following the State's process to achieve a more advanced certification. The West Piedmont Workforce Development Board's One-Stop Operator is managing the center certification process where the Management Teams at each comprehensive center are meeting regularly to self-assess and to position the centers for certification once the State releases

the final guidance. Reports are given to the Program Planning & Development Committee to document progress.

f. ***Adult and 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***

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

All customers will receive basic Career Services, consisting of:

- Determinations of whether the individuals are eligible to receive assistance;
- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the One-Stop Delivery System;
- Initial assessment of skill levels and needs;
- Labor exchange services, including job search and placement assistance and, in appropriate cases, career counseling, including provision of information on in-demand industry sectors and occupations;
- Provision of referrals to and coordination of activities with other

programs and services, including programs and services within the One-Stop Delivery System and, in appropriate cases, other workforce development programs;

- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in such labor market areas; information on job skills necessary to obtain specified jobs and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations;
- Provision of performance information and program cost information on eligible providers of training services provided by program, and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, under the Carl D. Perkins Career and Technical Education Act of 2006, and providers of vocational rehabilitation services described in Title I of the Rehabilitation Act of 1973;

- Provision of information, in formats that are usable by and understandable to One-Stop Campus customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the One-Stop Delivery System in the local area;
- Provision of information, in formats that are usable by and understandable to One-Stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance, Supplemental Nutrition Assistance Program (SNAP) and assistance under a State program for Temporary Assistance for Needy Families (TANF) and transportation provided through funds made available under such part, available in the local area; and referral to the services or assistance, as appropriate;
- Provision of information and assistance regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs;

Individualized Career services will be delivered by the local contractors and



will consist of:

- Services, if determined to be appropriate in order for an individual to obtain or retain employment, that consist of comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals; development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives; group counseling; individual counseling; career planning; short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training; internships and work experiences that are linked to careers; workforce preparation activities; financial literacy services; out-of-area job search assistance and relocation assistance; or English language acquisition and integrated

education and training programs; and

- Follow-up services, including counseling regarding the workplace, for participants in workforce development activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

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

Self Sufficiency – Employed Adult: 150 percent of the Lower Living Standard Income Level updated annually by the U.S. DOL.

Self Sufficiency – Dislocated Worker: The higher of 150 percent of the Lower Living Standard Income Level or 80 percent of the layoff wage.

|   |
|---|
| 150% Lower Living Standard Income Level<br>Metro- Level – South Region – SELF SUFFICIENCY |
|---|

| Size of Family Unit | 150% LLSIL |
|---------------------|------------|
| 1                   | 19,956     |
| 2                   | 31,055     |
| 3                   | 42,623     |
| 4                   | 52,616     |
| 5                   | 62,697     |

|   |        |
|---|--------|
| 6 | 72,634 |
|---|--------|

For each family member above 6 add \$10,523 the above standards apply to the area of: Danville, Va. MSA, Pittsylvania County (LWIA 17) Danville City (LWIA 17)

|   |
|---|
| 150% Lower Living Standard Income Level             |
| NON- Metro- Level – South Region - SELF SUFFICIENCY |

| Size of Family Unit | 150% LLSIL |
|---------------------|------------|
| 1                   | 20,688     |
| 2                   | 33,897     |
| 3                   | 46,526     |
| 4                   | 57,440     |
| 5                   | 67,794     |
| 6                   | 79,287     |

For each family member above 6, add \$11,493. The above standards apply to the area of: West Piedmont (LWIA 17)

Henry County

Patrick County

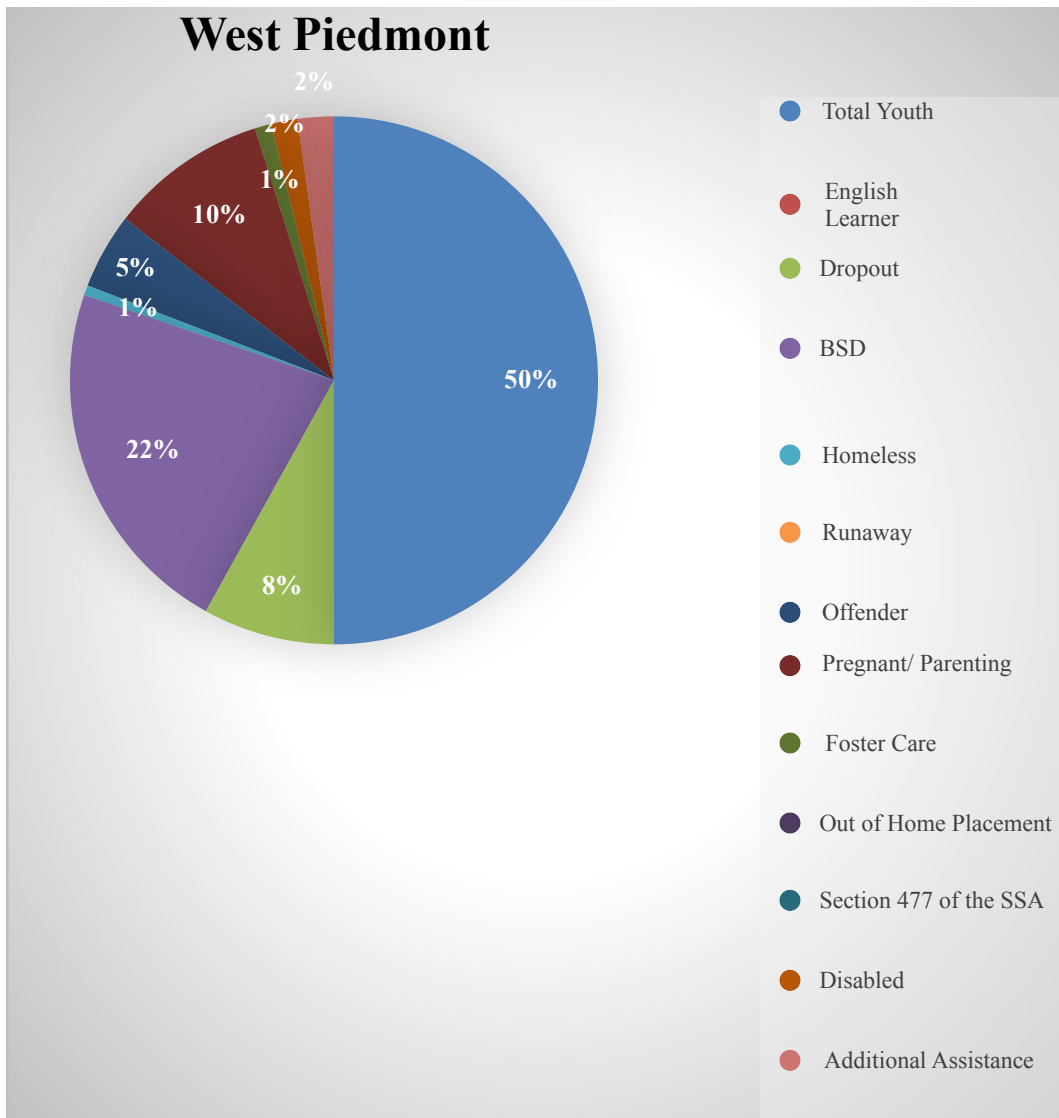
Martinsville City

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

The West Piedmont Workforce Development Board 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. As noted in the Educational Attainment chart on page 25 of this Local Plan, there is a significant percentage of the region's Adult population which may have needs for more intensive services as West Piedmont has 20% of its population who have not graduated high school or received a GED with 7% of the population with 8th grade or less. The Local Area's policy requires that customers receiving WIOA are assessed for basic skills.

Wrap around services are then applied to make sure all barriers are eliminated enabling 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.

### **Youth with Barriers**



Source: Virginia Workforce Connection, Active Participants July 1, 2015-May 9, 2017

#### g. **Rapid Response Coordination**

As it is critical that Rapid Response teams build relationships with stakeholders and system partners such as businesses, labor organizations,

workforce and economic development agencies, training institutions, service providers, and communities, the West Piedmont Workforce Development Board facilitates the Business Services Teams to develop a Business Services Memorandum of Understanding which defines goals and roles and encourages robust relationships which enable Rapid Response providers to effectively respond to business and worker needs, gain intelligence on economic transitions, ensure ownership by all stakeholder groups, and work together to develop solutions. Building a stakeholder network that can be expanded or streamlined depending on the type of dislocation begins with identifying the critical connections that need to be made, making those connections, and maintaining them over time. The Regional Rapid Response Representative will take the lead and will work very closely with the Local Area partners to develop customized rapid response service delivery which meets the needs of individual businesses and Dislocated Workers.

Rapid Response activities are coordinated through the Regional Response Coordinator working collaboratively with Local Workforce Area partners with the direct input from business customers and jobseeker customers in efforts to provide customized service delivery in each instance, meeting the needs of local employers and Dislocated Workers. One Stop Partners support efforts coordinated at the regional level and local level. The West Piedmont WDB

coordinates across state lines with nearby Workforce Development Areas to address layoffs that impact customers across state lines.

h. ***Youth Services Provided***

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

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 each locale. All operators are required to adhere to the 14 program elements and to be creative with outreach and work-ready activities. Contracts are as follows: Goodwill Industries of the Valleys and Patrick County Public Schools. 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. Recently, the West Piedmont WDB completed a re-branding process for youth programs in the region. The new brand was selected in an attempt to make the program more appealing to our youth customers. The West Piedmont WDB collaborates with the Department of Juvenile Justice system to deliver services to customers that are under the supervision of the Department of Juvenile Justice.

Strategies utilized by the West Piedmont Workforce Development Board contracted providers will include fully embracing the new branding of Youth Employment Services with outreach focusing on self-identification of the youth population, career pathways, assistance with barriers clearly identified in print collateral, face to face outreach, videos, social media and other outreach methods. For example, social media will specifically mention barriers such as criminal background, need to obtain a General Education Diploma (GED), or parenting.

The Test of Adult Education and Literacy (TABE) will be the primary tool for assessing youth basic skill levels and will include the locator test. The Career Scope will be the primary tools for assessing youth interest and aptitude levels. TABE is required for both in and out of school youth.

#### Availability of 14 Program Elements:

The West Piedmont Workforce Development Board ensures that each of the required program elements in the Youth service delivery framework are available to Youth participants and are included in the Individual Service Strategy.

Elements include:

- Paid and unpaid work experiences are provided through contracted youth provider in collaboration with local employers.



- Occupational skills training is provided through an ITA or contracted through the Workforce Development Board as need arises. These ITAs will be made in collaboration with local training providers.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupation cluster in collaboration with youth services contractor and local training providers or other community based organizations
- Entrepreneurial skills training will be facilitated by the contracted youth provider in collaboration with eligible training providers or contracted by the local board
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services are provided by the contractor in collaboration with Center partners
- Tutoring, study skills training, instruction and drop-out prevention is provided in collaboration with Adult Education
- Alternative secondary school services, or drop out recovery services are provided in collaboration with Adult Education

- Activities that help youth prepare for and transition to postsecondary education and training provided by contracted service provider in collaboration with postsecondary education and community partners
- Supportive service are administered by the youth contractor
- Adult mentoring is provided in collaboration with contractor and community or business partners
- Follow-up services are provided by the youth contractor
- Comprehensive guidance and counseling provided by the youth contractor in collaboration with educational partners
- Leadership development opportunities are provided by the contractor and in conjunction with community and business partners
- Financial literacy education by the contracted provider in collaboration with community partners and through the Virginia Financial Success Network if co-enrolled as an adult.

Local Youth programs must be designed and built around the following framework:

Providers will administer an objective assessment of the academic levels, skill levels and service needs of each participant. This assessment shall include a review of basic skills, occupational skills, prior work experience, employability,

interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs and developmental needs of such youth. Assessments will be used to develop an Individual Service Strategy appropriate for each youth and will identify an employment goal (including participation in nontraditional employment opportunities), achievement objectives, and services for the participant utilizing the results of an objective assessment process. Service strategies should document preparation for postsecondary educational opportunities, in appropriate cases; strong linkages between academic and occupational learning; preparation for unsubsidized employment opportunities, in appropriate cases; and effective connections to intermediaries with strong links to the job market and local and regional employers. Contracted providers will work collaboratively with the business community and the Business Services Team to identify short term and long term, permanent employment opportunities which lead to an in-demand occupation and moves participants toward a self-sufficient wage.

While the 14 program elements shall be available to the youth in each local workforce area, the services provided to each youth will be tailored to meet the individual's needs. In accordance with the WPWDB Youth Services Policy (Attachment 4p), all youth barriers must be identified in each participant's Individual Service Strategy, prioritized, and addressed through services provided to the youth participant.

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

West Piedmont Workforce Development Board identifies and selects youth services providers from a competitive procurement process. The West Piedmont WDB follows its Public Procurement Policy (Attachment 4o) when procuring contractors. All fourteen youth program elements are included within the scope of the youth contracts.

**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**

Strategies utilized by the West Piedmont Workforce Development Board contracted providers will include fully embracing the new branding of Youth Employment Services with outreach focusing on self-identification of the youth population, career pathways, assistance with barriers clearly identified in print collateral, face to face outreach, videos, social media and other outreach methods. For example, social media will specifically mention barriers such as criminal background, need to obtain a GED, or parenting. 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 14 program

elements and to be creative with outreach and work-ready activities.

Contractors are monitored on a regular basis, provided technical assistance from WDB staff and collaborate with community partners such as the United Way to utilize shared systems such as Charity Tracker to provide wraparound services to youth customers. Charity Tracker is a community database that allows for easy referrals to local partners that can provide additional services. The service also enables partners to track the benefits and services that each individuals receive to ensure they do not receive duplicative support.

Contractors have also collaborated with organizations that specialize in engaging youth to host outreach events at unique locales such as local movie theatres in Martinsville and a historic event center in Danville.

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

Youth service providers have contractual requirements to provide access to all 14 program elements. The Individual Service Strategy provides documentation of the services that will be provided. The local policy on youth services (Attachment 4p) require that all identified barriers for a customer are addressed in order of priority in the Individual Service Strategy.

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

West Piedmont Workforce Development Board tracks expenditures for youth services to ensure that at least 75% of funds are expended on out-of-school youth. Recruitment is done by youth service providers through marketing, job fairs, and collaboration with community-based organizations.

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

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. The West Piedmont Workforce Development Board's Youth Services Policy will be updated to mirror Virginia Workforce Letter 16-11, which addresses youth in need of additional assistance requirement and the In-School Youth 5% limitation barrier. Specifically, the local policy will be updated to remove the 5% limitation for youth in need of additional assistance for Out-of-School Youth (Attachment 4p).

**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**

West Piedmont Workforce Development Board collaborate with Job Corps to provide an Information Session, twice a month at our One-Stop Center. In the Information Session, Job Corps' representative provide our participants with information that explains how they offer a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, to prepare them for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a combination of classroom, practical and based learning experiences to prepare youth for stable, long-term, high-paying jobs. 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.

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

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. Training providers and employers participating in WIOA programs are monitored to ensure compliance.

**Pay-for-performance policy as applicable**

West Piedmont Workforce Development Board does not utilize pay-for-performance contracts in its youth program 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***

West Piedmont Workforce Development Board has a Supportive Services for Adults and Dislocated Workers Policy that is attached to this plan (Attachment 4n).

Essentially, the term supportive services means services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under WIOA Title I-B.

Supportive Services may only be provided to WIOA customers who are participating in a WIOA program and who are unable to obtain supportive services through other programs.



Youth service providers have a list of resources that can be accessed to assist with supportive services from community-based organizations. In addition, co-enrollments can be considered to leverage resources when appropriate.

West Piedmont Workforce Development Board participates in Ride Solutions, a program that provides alternative transportation options – ridesharing (carpooling and vanpooling), biking, public transit, walking, and guaranteed ride home services – to residents living within the West Piedmont region, the greater New River and Roanoke Valleys and Region 2000 regions of southwestern Virginia. Through free services it partners with citizens and businesses to connect them with commuting options – beyond the single-occupancy vehicle – to access work and school.

RIDE Solutions is a grant-funded program made possible through the partnership agencies of Virginia Department of Rail and Public Transportation (VDRPT), Roanoke-Valley Alleghany Regional Commission, New River Valley Planning District Commission, and Region 2000 Local Government Council.

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***

**How the use of such contracts will be coordinated with the use of**

### **individual training accounts**

Individual Training Accounts will be used to contract with educational institutions for training. The Individual Training Account Policy is attached to this plan (Attachment 4f).

Other training service opportunities such as on-the-job training, customized training, and work experience requires a contract agreement other than an Individual Training Account. The On-the-Job Training Policy is attached to this plan (Attachment 4g).

### **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**

It is important that jobseekers participating in training have an opportunity for customer choice. In the West Piedmont region, case managers provide information along with having jobseekers research additional information that will help the jobseeker make an informed choice about training. Information is provided to the jobseeker related to success of existing eligible training providers.

#### ***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***

Community Colleges are represented on the West Piedmont Workforce Development Board and participate in strategic planning and program design. Community Colleges participate on the Partner Convening Group and with the Integrated Business Services Team and are active with sector partnerships and the strategies for career pathways. Community Colleges have a presence in our American Job Centers, collaborate with all workforce partners to provide wraparound services to customers, provide referrals, and are an integral partner in service delivery to both businesses and jobseekers. The West Piedmont WDB supports the local community colleges efforts to improve the number residents that earn portable credentials.

The local WDB has a small business incumbent worker grant and is working collaboratively with Patrick Henry Community College and Danville Community College to serve small businesses with training to increase the competitiveness of the businesses and increase the skills of the employees.

#### **I. *Collaboration with Education***

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

In the West Piedmont Workforce Area One Stops, Patrick Henry Community College and Danville Community College are co-located and have a robust

relationship with the Workforce Partners. Both community colleges participate in Center Management Team meetings, Business Service Team meetings and work collaboratively with partners during activities such as job fairs or targeted recruitment events, community outreach events and special events such as informational days at Social Services locations within the region. Additionally, the West Piedmont Workforce Board executive director serves on the Dan River Regional Collaborative which convenes education partners within the West Piedmont region and South Boston and Halifax from Local Workforce Area 8 in Virginia and Caswell County in North Carolina. The executive director also participates in the Education and Workforce Development Advisory Board for the newly formed Go Virginia Region 3 with the purpose of working collaboratively to develop proposals to meet education and workforce needs within the broader Go Virginia Region.

Patrick County Public Schools is currently a contracted provider and all public schools are part of the Partner Convening Group. A public school representative that is involved in Career and Technical Education serves on the board. All school systems have representatives that serve on the Youth Committee. Education programs such as the Center for Advanced Film Manufacturing, a partnership between Patrick Henry Community College, the New College Institute and Eastman, a private sector company is an example of innovative partnerships in our community. Another example is our partnership with

Shenandoah Valley Workforce Development Board to provide Incumbent Worker training to complement their Department of Labor, pre-apprenticeship and apprenticeship program with Regional Businesses, such as Eastman.

m. ***Collaboration with Adult Education and Literacy***

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

Adult Education and Literacy is co-located in the Virginia Workforce Centers. Representatives of Adult Education and Literacy, as a Core Program Partner, sit on the West Piedmont Workforce Development Board and participate on the Partner Convening Group to align resources and provide seamless service. The West Piedmont WDB offers expanded service hours at each of its comprehensive American Job Centers for Adult Education and Literacy customers. These services are delivered in partnership with Adult Education and Literacy providers. Adult Education and Literacy providers submit their work plan to our Area for review.

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©(3)(E) and 680.600***

West Piedmont Workforce Development Board's Priority of Service Policy is attached (Attachment 4i). In summary, priority will be given to adult clients receiving public assistance and who are classified as low income in accordance with WIOA definitions. The Poverty Guidelines and the Lower Living Standard Income Level as published by the U.S. Department of Labor annual are to be used in determining low-income status.

Additionally, the Jobs for Veterans Act calls for priority of service for covered persons for DOL-funded programs. A covered person is defined in the attached local policy (Attachment 4i). A covered person includes anyone who is a veteran and spouses of veterans that fall into the categories outlined in the local policy. The WPWDB is also a participant in the Virginia Financial Success Network study. In this study, veterans automatically receive financial literacy services from the WPWDB's Financial Coach, without being required to participate in the study itself.

Thus, the following sequence of services priority will apply:

1. First priority will be provided to recipients of public assistance and other low- income individuals in the local area who are covered persons with respect to veterans' priority;

2. Second priority will be provided to recipients of public assistance and other low income individuals in the local area;
3. Third priority will be covered persons (these would be covered persons not considered to be recipients of public assistance or low-income) that fall in one of the following categories as approved by the WPWDB which is specific to this region and not required by the state;
4. Individuals who are basic skills deficient (English reading, writing, or math skills at or below the eighth grade on a generally accepted standardized test)
5. Individuals who are high school drop-outs
6. Individuals who are felons
7. Individuals who are long-term unemployed (unemployed 15 of the last 26 weeks)
8. Individuals who have limited English-Speaking Skills
9. Individuals who have a disability who meet the general income requirements for participation in WIOA programs, even though their family income does not meet that requirement (family income is excluded in this calculation).

10. Individuals who are not self-sufficient, as defined by the WPWDB's self-sufficiency policy (Attachment 4r).

o. ***Incorporation of Technology***

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

West Piedmont Workforce Development Area will work with partners and the State of Virginia to implement an integrated intake and case management information system that supports core program partner activities. The West Piedmont WDB also utilizes software to improve its service delivery. West Piedmont staff and Center partners utilize a project management platform known as Basecamp to improve communication and collaboration.

Customers at the American Job Centers are also able to take advantage of a service hosted on [www.InterviewStream.com](http://www.InterviewStream.com). InterviewStream enables customers to practice interviewing skills at locations other than the American Job Center. American Job Center staff also utilize apps on their smart devices in order to assist customers with difficulty communicating in English.



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 services and other services provided through the one-stop delivery system***

Both Comprehensive One Stop Centers are engaged in strategies to maximize coordination, improve service delivery and avoid duplication with Wagner-Peyser. For example, at each One Stop, partners meet weekly to discuss cases, Management Teams meet monthly to discuss opportunities for collaboration and efficiency, and Business Services Teams meet on a regular basis to discuss opportunities to collaborate with regard to businesses. Business Services Teams share and report on business visits to avoid duplication and identify opportunities for further collaboration.

q. ***Fiscal Agent***

***Provide a description of the fiscal and budgetary strategies used in the local area***

**Identification of the entity/fiscal agent responsible for the disbursement of grant funds described in WIOA as determined by the chief elected official**

Pittsylvania County was designated by the Chief Elected Officials to serve as Fiscal Agent.

**The methods and strategies used to ensure timely expenditures of WIOA funds**

As highlighted in the board's finance policies and procedures (Attachment

q), the following drawdown procedures are adhered to:

1. Contractors at the very minimum must submit requests for reimbursement once a month (preferable by the fifteenth 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 the 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 WPWDB follows its Public Procurement Policy and Procedures (Attachment 4o), 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 WPWDB 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 WIOA 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.

**The competitive process to be used to award the grants and contracts in the local area for activities carried out under WIOA**

West Piedmont Workforce Development Board has a Public Procurement Policy and Procedures that is attached to this Plan (4o). Board volunteers serve on the Selection Committee that identifies which providers are recommended to receive contracts for WIOA services.

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

The West Piedmont Workforce Development Area works with partner agencies to leverage resources as well as through referrals to community-based organizations. The West Piedmont WDB currently participates in several grant funded initiatives. A local foundation awarded the WPWDB a \$10,000 grant to develop a new website to promote employment opportunities and to work to with other partners to highlight the benefits of choosing to work in the region. The West Piedmont WDB is also a recipient of the Small Business Incumbent Worker grant in 2016, dedicated to improving the skills of current workers at small local employers. The West Piedmont WDB is also a participant in the Virginia Financial Success Network, a pilot study that provides financial literacy services to WIOA customers and evaluates their impact.

r. ***Procurement***

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

West Piedmont Workforce Development Board has a Public Procurement Policy and Procedures that is attached to this Plan (Attachment 4o).

s. **Performance**

***Provide a description of the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA 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***

LWDA 17 Performance Measures

| <b>Adults</b>   | <b>Virginia<br/>Negotiated<br/>Level</b> | <b>LWDA 17<br/>Negotiated<br/>Level</b> |
|---|--|---|
| Employment 2nd Quarter after Exit                     | 77.0%                                    | 66.9%                                   |
| Employment 4th Quarter after Exit                     | 85.0%                                    | 71.7%                                   |
| Median Earnings 2nd Quarter after Exit                | \$5,500                                  | \$2,600                                 |
| Credential Attainment within Four Quarters after Exit | 61.0%                                    | 61%                                     |
| <b>Dislocated Workers</b>                             |  |   |
| Employment 2nd Quarter after Exit                     | 83.0%                                    | 70.0%                                   |
| Employment 4th Quarter after Exit                     | 85.0%                                    | 60.0%                                   |
| Median Earnings 2nd Quarter after Exit                | \$7,600                                  | \$3,700                                 |
| Credential Attainment within Four Quarters after Exit | 64.0%                                    | 71.8%                                   |
| <b>Youth</b>  |  |   |
| Employment 2nd Quarter after Exit                     | 63.0%                                    | 55.0%                                   |
| Employment 4th Quarter after Exit                     | 60.0%                                    | 70.0%                                   |

|   |       |       |
|---|-------|-------|
| Credential Attainment within Four Quarters after Exit | 68.0% | 52.5% |
|---|-------|-------|

t. **Quality Assurance**

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

The West Piedmont Workforce Development Board collects and reviews program outcomes at each Board meeting. Workforce Partners work collaboratively and submit outcome data for review by the LWDB and Workforce Partners. Additionally, each Workforce Partner agrees to continuous improvement in the Memorandum of Understanding which include measurement of customer satisfaction of business and jobseeker customers. Each Comprehensive Center has embraced Customer Centered Design processes to measure and make concerted improvements to the customer experience. Each location meets monthly to review and discuss customer service satisfaction levels and opportunities to continue to build on quality enhancing elements. The West Piedmont Workforce Development Board recognizes the importance of having both required measures and additional measures that provide a management tool for making improvements.

The following were brainstormed at the strategic planning session as potential success indicators to be considered in establishing a performance management dashboard that go beyond the required measures.

- Get feedback from employers on what they value and track success in those areas.
- Diversification of funding – percent of total dollars not in WIOA formula funding for adults, dislocated workers and youth.
- Federally required performance metric
- Number of business served
- Number of jobseekers trained and workforce system dollars expended in each of the in-demand industries.
- Number of jobseekers completing soft skills certification.

The Board 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 (Attachment 4q) and in regard to training providers, the policy on training provider programs (Attachment 4s).

The West Piedmont Workforce Development Board strives to comply with federal and state guidelines and requires contractor to also adhere to federal, state and local guidelines. All contracted providers are required to adhere to federal, state and local guidelines, and the LWDB monitors at a minimum, annually, to ensure compliance.

The Board has hired a Continuous Improvement Assistant to provide support related to monitoring and technical assistance.

u. ***Public Comment Period***

***Provide a description of the process used by the Local WDB, consistent with WIOA, to provide a 2-week 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***

The plan was posted and available on the West Piedmont Workforce Development Board's website for fourteen days. In addition, partner agencies, including business, education and labor organizations were provided the link via email. A notice was put in the local paper with the link to the website. The Public Comment period was from February 9th- February 24<sup>th</sup>. 2017. The WPWDB received both paper and electronic comments. All comments were converted to a hard copy, placed into a folder, and incorporated into the Local Plan. Public comments were incorporated into the document that was presented



to the full board, Executive Committee and Local Elected Official Consortium.  
The organization received a limited number of public comments.

### **Section 3 A**

#### **Public Comments Received**

155



Submitted by Kim Adkins:

Would the Board consider revising “create” to “endorse, approve or support.” The region has this type of curricula already, primarily through the community colleges. For example:

- PHCC’s HOPE program, which stands for High-demand Occupational Programs for Employment, is a 12-week training and certification program created with input from industry. Successful HOPE graduates receive an industry-recognized soft and life skills and job readiness training and credential and are provided with job placement services.
- ACT’s National Career Readiness Certificate. There is an industry-recognized soft skills component. The curriculum is through WorkKeys, which is administered by community colleges.

Submitted by Julie Brown:

Can the WPWDB update the living wage information from the MIT wages listed with the living wage information developed by consultants hired by the Dan River Regional Collaborative that will be more specific to our region?

156



Question regarding Goal 6 on page\_\_\_\_\_

Does the WPWDB develop curriculum? Isn't that something that training providers are responsible for?

Submitted by Sinclair Hubbard:

On page 44, disabled individuals are referenced. Please update to reflect "customers with a disability".

Page2 71-72

The West Piedmont Workforce Development Board 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 and is working toward adherence to the Virginia Workforce County Policy 10-01 where 60 percent of front-line staff in the centers earn professional workforce development certification.

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

West Piedmont adheres to the Virginia Workforce County Policy 10- 01 where 60 percent of front-line staff in the centers earn professional workforce development certification.

West Piedmont Workforce Development Area Centers have been certified at the lower level. The Board will be following the State's process to achieve a more advanced certification. The West Piedmont Workforce Development Board's Deputy Director is managing the center certification process where the Management Teams at each comprehensive center are meeting regularly to self-assess and to position the centers for certification once the State releases the final guidance. Reports are given to the Program Planning & Development Committee to document progress.

DARS counselors are professionally trained (generally with a master's degree, certified rehabilitation counselor or certified vocational evaluator). DARS is committed to participating in the Virginia

Workforce Development System and other cross trainings as needed.