

APPENDIX D
LOCAL PLAN TEMPLATE
WORKFORCE INNOVATION AND
OPPORTUNITY ACT

LOCAL WORKFORCE AREA XVII
(VCW WEST PIEDMONT)

SUBMITTED BY

WEST PIEDMONT WORKFORCE
DEVELOPMENT BOARD

JULY 1, 2020 – JUNE 30, 2024

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How to use this Template

This template presents the all the required topics for the local WDB plan for 2020-2024. The template includes a guidance section and five sections that require completion. After reviewing the guidance section, address each of the elements included in the five sections. Each element includes a blank space labeled “click here to enter text.” Please enter your responses to each element in these blank spaces. You do not need to submit your local WDB strategic plan or action plan along with this template. Section 2 of the template requests information from the strategic plan. When fully completed, submit this Local Plan according to the submission instructions in Appendix C.

Guidance – Policy Emphasis

The areas in this section are receiving statewide emphasis and must be addressed in local plans to meet the requirement of consistency with the Combined State Plan.

- Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery
- Increase business engagement and deliver value to business customers by filling jobs in high-demand occupations that are strategic to Virginia’s economy and strengthen Virginia’s regions
- Develop a qualified and desirable workforce with the skills, competencies, and credentials that meets the current and anticipated business needs of Virginia
- Strengthen outreach and recruitment efforts to promote workforce services and stimulate career awareness
- Reduce workforce system barriers through collaborative integration and innovative solutions

When creating and implementing this plan, the following regional partners must be included:

- Business representatives
- Labor organizations
- Registered apprenticeships
- Community based organizations
- Youth representatives

- Adult education and literacy programs
- Higher education (including community colleges)
- Economic development
- Employment services under Wagner Peyser
- Vocational rehabilitation
- Social services

Other areas that must be addressed throughout the plan, when appropriate:

- Accessibility
- Use of technology
- Capacity building
- Continuous process improvement
- Streamlining service delivery
- Measuring performance
- Accountability
- Transparency
- Integrating resources

The local plan must ensure compliance with all Virginia Board of Workforce Development policies and Virginia Workforce Letter guidance documents. These documents can be found here:

<https://virginiacareerworks.com/practitioners-corner/>

Section 1: Workforce and Economic Analysis

Please try to answer the questions in Section 1 in approximately twelve (12) pages. You will not be penalized for going over the page limit. The Virginia Employment Commission's labor market information website, <https://virginiaworks.com>, contains information that may help you address elements 1.1 through 1.7.

1.1 A descriptive analysis of the regional economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Regional Overview

Geography and Population

Workforce Area XVII (17) is composed of three counties (Henry, Patrick, Pittsylvania) and two independent cities (the City of Danville and the City of Martinsville). The most recent Census data estimates that 184,234 people lived in this area in 2019. This region has experienced a 4.6% (8,789 person) decrease in population since the 2010 Decennial Census, where 193,023 people were counted. A small increase (0.9 years) in the region's median age (45.3 in 2019) accompanied negative population change during this period. The 25-29 age cohort was the only cohort under the age of 60 to experience growth from 2010-2019; the remainder saw population decline up to 28.1%. Conversely, each age cohort above 59 years of age experienced some degree of population growth during the same duration.

Households

Area 17 contained 79,065 households in 2019, according to the American Community Survey (ACS). Married-couple households, nonfamily households, and single parent households accounted for 43.5%, 36.6%, and 19.8% of the region's households, respectively. Area 17 had an average family size of 2.89 for married-couple households and 3.11 for single parent households in 2019. Approximately 28.1% of married-couple households and 47.8% of single parent households included children under 18. Average household income in Area 17 was

\$54,287 in 2019. This was lower than average household income for both the state (\$105,091) and nation (\$92,324).

Wages

Living wages are broadly defined as the lowest wage necessary to meet the most minimum standard of living in a community or region. Household dynamics, such as the presence of dependents, and other cost of living factors influence living wages. The Virginia Tech Office of Economic Development (VTOED) combined regional household data and cost of living data provided by the Massachusetts Institute of Technology (MIT) to generate a weighted average living wage of \$14.37/hr. (approximately \$29,886 annually) for a conventional full-time position in Area 17 for 2019. It is important to note that this average is reflective of all households in Area 17; individual households may require a higher or lower wage. For instance, a married-couple household where both spouses are working and no child is present required a wage of \$8.93/hr. while the region's average single parent household (one householder, two children) required a wage of \$29.31/hr.

Average weighted wages provide a more realistic understanding of wages in a region in that each occupation is weighted with respect to employment. VTOED calculated a weighted average wage of \$19.22/hr. (\$39,998/yr.) in Area 17 for 2020. Weighted wages were lower in Area 17 compared to the state (\$27.43/hr. or \$57,054/yr.) and nation (\$25.84/hr. or \$53,747/yr.). Additionally, many workers in Area 17 earned below this wage in 2020. Approximately 11.4% of workers earned below \$10/hr.; 39% lived below the region's weighted average living wage (\$14.37/hr.); and 63.6% of workers earned below the region's weighted average wage (\$19.22/hr.).

Poverty Status and ALICE

Poverty status is determined for all people except institutionalized people, people living in military quarters, people in college dormitories, and unrelated individuals under 15 years old. Approximately 18% (33,047) of residents for whom poverty status is determined in Area 17 lived below the federal poverty line (FPL) in 2019. This was higher than the poverty rate for the state (10.6%) and nation (13.7%). Female-headed households with no spouse present saw the highest incidence of poverty in Area 17; 33.2% earned under the FPL in 2019. Furthermore, female headed households accounted for 55.1% of all households under the poverty line in this region for the same year. Residents that received Supplemental Security Income (SSI) or some other cash benefit (39% lived under the poverty line), were unemployed (38%), or attained less than a high school education (26%), were also more likely to live in poverty for the same year. Alternatively, married-couple households were the least likely to live below the FPL (6.5% in 2019).

Data provided by the United Way revealed that 30.7% of households in Area 17 lived above the FPL, however, did not earn enough to satisfy the minimum cost of household essentials, including food, housing, childcare, etc. in 2018. The United Way classifies these households as asset-limited, income-constrained, employed (ALICE). The ALICE threshold represents the widening gap between the FPL and wages that satisfy a "survival budget," which includes food, housing, transportation, a basic cellular plan, and, if necessary, childcare. For instance, a single, childless worker in Area 17 may earn above the FPL (\$12,400) but still earn below the estimated survival budget for this region (\$22,284). Just under half of the region's households either lived under the FPL (19.1%) or ALICE threshold (30.7%) in 2018. Area 17 also had a higher proportion of households under the ALICE threshold compared to the state (29.5%). Additionally, a smaller proportion of households in Area 17 lived above the FPL and ALICE threshold compared to the state (60.2% of households).

Similar to poverty, certain groups were more like to live above or below the ALICE threshold. For instance, 18% of female-headed households with children in Area 17 lived above both the FPL and ALICE threshold in 2018.

Alternatively, 78.7% of married couple households containing children lived above both the FPL and ALICE threshold. Older householders were also more likely to live under the ALICE threshold; 43.6% of householders aged over 65 in Area 17 lived below the ALICE threshold in 2018.

Industry Demand Analysis

Industry Employment

Area 17 housed 74,142 jobs in 2020, according to Economic Modeling Specialists International (EMSI). The government sector accounted for the largest share of the region's employment in 2020 (15.6%). Manufacturing (15.0% of regional employment), health care and social assistance (14.9%), retail (12.4%), and accommodation and food services (6.9%) were the region's second, third, fourth, and fifth largest sectors by employment, respectively. Combined, these five 2-digit sectors accounted for 65% of total regional employment in 2020.

There was a net change of -1,343 jobs (4% decline) in Area 17 from 2015-2020; 1,351 jobs were created and 2,694 jobs were eliminated during this period. Seven 2-digit sectors saw positive employment change. Employment growth in the other services, accommodation and food services, health care and social assistance, and unclassified industry sectors accounted for 93% (1,251 jobs) of all jobs created over the past five years. Fourteen 2-digit sectors saw some degree of decline. Approximately 1,074 jobs were eliminated across the region's administrative and support and waste management and remediation services sector. The region's manufacturing retail, government, and professional, scientific and technical services sectors were also notable areas of decline.

Gross Regional Product

Gross regional product (GRP) is a measure of the value of the goods and services produced in a regional economy. Area 17 had a GRP of \$5.21 billion in 2019. The region's manufacturing sector supplied 23.7% (\$1.2 billion) of Area 17's total GRP in 2019. The government (\$677.7 million), health care and social assistance (\$565.3 million), retail (\$537.3 million) and wholesale (\$402.7 million) sectors followed in contribution to GRP. Combined, these five sectors accounted for approximately 65% of the region's GRP for 2019. It is important to note that only one (health care and social assistance) of the region's five top contributing sectors saw employment growth from 2015-2020.

Location Quotient

Location quotient (LQ) is a measure of the concentration of an industry's employment within a region compared to the national average and is important for isolating areas of regional specialization. LQ values of 1.0 suggest that the concentration of an industry is typical of all regions in the United States and indicate that local production meets local demand for goods or services. LQ values exceeding 1.2 suggest that a region is specialized in a particular industry (net exporter), while LQ values less than 0.8 suggest that a region relies on other regions to meet local demand (net importer). The manufacturing sector led Area 17 in LQ, with a value of 1.97 in 2020. Seven other sectors had LQ values over 1.0 in 2020, including other services (1.35), retail (1.31), agriculture (1.19), health care and social assistance (1.18), and government (1.05). The unclassified industry sector had an LQ value of 2.44 in 2020, however, the vague nature of this sector makes it difficult to understand specific areas of specialty. Two sectors had LQ values between 0.8-0.99 and the remaining 11 sectors had LQ values below 0.8 in 2020.

In-Demand Industries and Occupations

The West Piedmont Workforce Development Board engaged VTOED to analyze regional economic trends and identify target industry sectors and clusters. The following target industry sectors and clusters were identified:

manufacturing; health care and social assistance; information technology and telecommunications; transportation and warehousing; and business services and management.

Manufacturing

Approximately 11,607 workers were employed across the regional manufacturing sector in 2020, which accounted for 15.7% of total employment. The region's manufacturing sector was expected to add 473 jobs from 2015-2020, according to an estimation based on national economic performance and job creation for the national sector. Instead, employment in this sector fell by 663 jobs during this period. This indicates that this sector was not competitive. EMSI projects less than a 1% change in employment (116 jobs) for this sector over the next five-year period (2020-2025). The regional manufacturing sector had a location quotient of 2.0 in 2020, suggesting that employment in this sector was twice as concentrated in Area 17 compared to all regions of the nation. The manufacturing sector supplied 24% (\$1.2 billion) of the region's GRP in 2019.

Miscellaneous assemblers and fabricators (4.8% of sector employment), first-line supervisors of production and operating workers (4.7%), and inspectors, testers, sorters, samplers, and weighers (3.5%) were the largest occupations within the region's manufacturing sector in 2020. Occupations with high annual openings - a measure of new and replacement jobs- and that paid a livable wage (\$11.00/hr.) were considered to be in-demand. Miscellaneous assemblers and fabricators was also the most in-demand manufacturing occupation in Area 17 for 2020, with 109 openings and 600 hires. Textile winding, twisting, and drawing out machine setters, operators, and tenders (99 openings), and inspectors, testers, sorters, samplers, and weighers (81 openings) were the following most in-demand manufacturing occupations for the same year. Please consult Attachment 6 for a more detailed overview of top in-demand manufacturing occupations.

Cluster employment was dominated by four clusters: textile manufacturing; chemical manufacturing; wood product manufacturing; and food and beverage manufacturing. Information regarding important economic trends and indicators for each of these clusters can be found below.

Chemical Manufacturing

Approximately 4,229 workers were employed within the region's chemical manufacturing cluster in 2020, which accounted for 38.5% of total manufacturing sector employment. This cluster saw 7% employment decline (-209 jobs) from 2015-2020. This cluster was expected to add 229 jobs during this period; actual employment change indicates no competitiveness. EMSI projects continued employment decline for this cluster at 3% (-148 jobs) over the next five-year period (2020-2025). The regional chemical manufacturing cluster was highly specialized in the following industries in 2020: rubber product manufacturing (23.54 LQ); resin, synthetic rubber, and artificial and synthetic fibers and filaments manufacturing (12.99); glass and glass product manufacturing (8.94); plastics product manufacturing (4.63); and pharmaceutical and medicine manufacturing (3.24). This cluster supplied 62% (\$770.9 million) of the regional manufacturing sector's GRP in 2019.

Textile Manufacturing

The textile manufacturing cluster accounted for 22.4% of employment (2,605 jobs) in the region's manufacturing sector for 2020. This cluster was expected to eliminate 171 jobs from 2015-2020. Instead, 537 jobs were created, marking 26% growth during this period. Employment change for this cluster is indicative of regional competitiveness. EMSI projects continued employment growth at 18% (466 jobs) over the next five-year period. Nonwoven fabric mills (81.32 LQ in 2020); rope, cordage, twine, tire cord, and tire fabric mills (41.35); artificial and synthetic fibers and filaments manufacturing (35.91); and upholstered household furniture manufacturing (27.27) were areas of considerable specialization within this cluster. Ten additional industries had LQ values

ranging from 1.19-9.44. This cluster supplied 15.4% (\$191.3 million) of the regional manufacturing sector's GRP in 2019.

Wood Product Manufacturing

The region's wood product manufacturing cluster was composed of 3,342 workers in 2020, which accounted for 29% of total manufacturing sector employment. This cluster was expected to see almost no employment change from 2015-2020 due to stagnancy in the national cluster. Instead, 188 jobs were eliminated (5% decline) across this cluster during this period. This indicates that the regional wood product manufacturing cluster was not competitive. EMSI anticipates further decline for this industry over the next five-year period, with 256 jobs expected to be eliminated. This cluster was most specialized in the following industries in 2020: veneer, plywood, and engineered wood product manufacturing (18.91 LQ); household and institutional furniture and kitchen cabinet manufacturing (13.55); and other wood product manufacturing (4.69) in 2020. Additionally, this cluster supplied 30.8% (\$382.7 million) of the regional manufacturing cluster's GRP in 2019.

Food and Beverage Manufacturing

Approximately 825 workers were employed across the region's food and beverage manufacturing cluster in 2020, which accounted for 7.1% of the larger sector's employment. This cluster was expected to add 34 jobs from 2015-2020. Instead, the regional food and beverage manufacturing cluster saw 33% employment growth (204 jobs) from 2010-2020. This is indicative of regional competitiveness. EMSI projects no significant employment change (4 jobs created) over the next five-year period. Perishable prepared food manufacturing (18.41 LQ in 2020), confectionary manufacturing from purchased chocolate (6.41) and other miscellaneous food manufacturing (6.31) were areas of distinct specialization within this cluster. This cluster generated \$76 million in 2019, which accounted for 6.1% of the regional manufacturing sector's GRP.

Health Care and Life Sciences

Area 17 has a large health care and social assistance sector; 11,147 workers were employed across this sector in 2020, which accounted for 15% of the region's total employment. This individual sector also accounted for 10.8% (\$567.6 million) of the region's GRP in 2019. This region was also specialized in industries outside of the health care and social assistance sector, but are nevertheless closely related to this field. VTOED used a cluster-based approach to ensure that interrelated health care industries were captured in this analysis. Specifically, VTOED used the Purdue life sciences cluster to group traded-sector industries and the local health care and social services cluster to group local-services based industries. Combined, these two clusters accounted for nearly 17% (12,541) of the region's employment and 14.5% (\$761.4 million) of the region's 2019 GRP. Information on each of these clusters can be found below.

Home health and personal care aides (21.4% of sector employment), registered nurses (8.8%), and nursing assistants (8.2%) were the largest occupations within the region's healthcare and social assistance sector in 2020. Nursing assistants (133 openings), registered nurses (80), and licensed practical and licensed vocational nurses (61) were the most in-demand healthcare occupations for the same year. Please consult Attachment 6 for a more detailed overview of in-demand healthcare occupations in Area 17.

Life Sciences

The life sciences cluster spans multiple sectors, including health care and social assistance, manufacturing, and professional, scientific, and technical services. Approximately 6,594 workers were employed across the regional life sciences cluster in 2020. This cluster was expected to create 475 jobs from 2015-2020, according to an estimation based on national economic performance and cluster-specific trends. This cluster exceeded expected

job growth by 35 jobs, adding 511 new positions (8% growth) during this period. This suggests that the regional life sciences cluster is performing on par with the national cluster. EMSI projects 8% (543 jobs) employment growth for this cluster over the next five-year period. In-vitro diagnostic substance manufacturing (11.0 LQ), biological product manufacturing (5.13), and dental laboratories (4.34) were leading areas of specialization within this cluster in 2020. The regional life sciences cluster generated \$445.6 million in 2019, which accounted for 8.5% of the region's GRP.

Local Health Care and Social Services

The local health care and social services cluster includes health care and social assistance and retail industries, such as offices of physicians, child and youth services, and pharmacies. This cluster was composed of 6,055 people in 2020, which accounted for 8.2% of the region's total employment. The local health care and social services cluster was expected to create 839 jobs from 2015-2020. Only 101 jobs were created during this period, which indicates no regional competitiveness. EMSI projects 11% employment growth (686 jobs) over the next five-year period. This cluster was most specialized in the following industries in 2020; services for the elderly and persons with disabilities (2.16 LQ), offices of optometrists (1.98), and offices of physical, occupational and speech therapists, and audiologists (1.53). The local health care and social services cluster supplied 6% (\$315.8 million) of the region's GRP in 2019.

Information Technology and Telecommunications

The information technology and telecommunications cluster spans multiple sectors, including information, professional, scientific, and technical services, manufacturing, and construction. The regional information technology and telecommunications cluster was composed of 1,369 jobs in 2020, which accounted for 1.8% of total regional employment. The cluster was expected to create 131 jobs from 2015-2020, according to an estimate based on national economic and sector-specific trends. Instead, 44 jobs were eliminated across this sector, indicating no competitiveness. EMSI projects 1% growth (214 jobs) across this sector for the next five-year period (2020-2025). Other communication and energy wire manufacturing (17.14 LQ in 2020), switchgear and switchboard apparatus manufacturing (10.46), and other management consulting services (4.17) were distinct areas of regional specialization within this cluster. Four additional industries within the regional information technology and communications cluster had LQ values ranging from 1.39-2.95. This cluster generated \$163.5 million in 2019, which accounted for 3.1% of the region's total GRP.

Electrical, electronic, and electromechanical assemblers, except coil winders, tapers, and finishers (11.4% of cluster employment), electricians (10.9%), telecommunications equipment installers and repairers, except line installers (4%), and customer service representatives (3.8%) were the largest information technology and telecommunications occupations in Area 17 by employment in 2020. These three occupations were also the most in-demand information technology and telecommunications positions, with 45, 51, and 259 job openings in 2020, respectively. Please consult Attachment 6 for a more detailed overview of top in-demand information technology occupations.

Transportation and Warehousing

The region's transportation and warehousing sector was composed of 2,360 workers in 2020, which accounted for 3.2% of the region's total employment. This sector was expected to see the addition of 490 jobs from 2015-2020, according to an estimation based on national economic performance and national sector performance. Approximately 32 jobs were actually added across this sector during this period (1% growth), which suggests the cluster was not competitive. EMSI projects 1% employment growth (33 jobs) for the sector over the next five-year period (2020-2025). The transportation and warehousing sector had a location quotient of 0.83 in 2020,

suggesting that employment in this sector was less concentrated in Area 17 compared to all regions of the nation. Furthermore, the transportation and warehousing sector generated \$206.6 million in 2019, accounting for 3.9% of the region's GRP.

Heavy and tractor-trailer truck drivers (22% of sector employment), laborers and freight, stock, and material movers (16.3%), and industrial truck and tractor operators (8.9%) were the largest occupations within the regional transportation and warehousing industry. Laborers and freight, stock, and material movers was the top in-demand transportation and warehousing occupation, with 270 openings and 2,048 hires in 2020. Stockers and order fillers (185 openings) and heavy and tractor-trailer truck drivers (141) were the following most in-demand transportation occupations for the same year. Please consult Attachment 6 for a detailed overview of in-demand transportation and warehousing occupations.

Business Services and Management

The business services and management cluster is composed of industries spanning the professional, scientific, and technical services, administrative and support and waste management and remediation services, management, and real estate, rental, and leasing sectors. This cluster was composed of 4,972 workers in 2020, which accounted for 6.7% of the region's total employment. The business services cluster was expected to create 255 jobs from 2015-2020. Instead, 1,373 jobs were eliminated during this period, marking a 22% decline in employment. Data suggest that this cluster was not competitive. EMSI projects 2% employment decline (-76 jobs) over the next five-year period. Other management consulting services (4.17 LQ in 2020), telemarketing bureaus and other contact centers (2.61), and document preparation services (2.61) were particular areas of specialization within the regional cluster. Finally, the business services and management cluster generated \$323.9 million in 2019, accounting for 6.1% of the region's GRP.

Customer service representatives (11.3% of cluster employment), laborers and freight, stock, and material movers (6.5%), general office clerks (3.9%), and bookkeeping, accounting, and auditing clerks (3%) were the largest occupations within the region's business services and management cluster. Customer service representatives was also the most in-demand business services and management occupation in 2020, with 259 job openings and 1,368 hires. General office clerks (210 openings), secretaries and administrative assistants (127), and bookkeeping, accounting, and auditing clerks (101) were other top in-demand occupations. Please consult Attachment 6 for a detailed overview of in-demand business services and management occupations.

1.2 A descriptive analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet the requirements of this section. Local areas are encouraged to utilize regional economic development strategic plans in the identification and prioritization of industry sectors.

Education Pipeline

Educational Attainment

Education attainment was varied for individuals aged over 25 in Workforce Area 17. Approximately 18% of residents in this age group did not have a high school degree; 34% had a high school degree or equivalent; 33% had some college experience or an associate's degree; and 15% had a bachelor's degree or higher in 2020, according to EMSI. Area 17 had a larger proportion of residents without a high school diploma compared to the

state (12%) and nation (14%). Furthermore, the state (38%) and nation (31%) saw more than double the proportion of people aged over 25 with a bachelor's degree or higher than Area 17.

As mentioned above, 18% of individuals aged over 25 in Area 17 did not possess a high school diploma. Approximately half of those individuals lacked a high school education. These individuals are among the most likely to be skills deficient. A 2003 study by the National Center for Education Statistics estimated that 18% of Adults in Area 17 lacked basic literacy skills. This compares to 12% of adults in Virginia and 12% of adults in the United States for the same year.

Secondary Education

There were 7,742 high school students in Area 17 during the 2019-2020 academic year, according to the Virginia Department of Education (VDOE). This compares to 8,337 high school students during the 2015-16 academic year. A total of 1,174 high school students (14.6% enrollment) completed a CTE program during the 2017-2018 academic year. Popular programs included: national security (100 completers), information support and services (80), and plant systems (80). Additionally, 1,813 high school students (23.2% of enrollment) were enrolled in a dual-enrollment program with a regional community college during the 2018-2019 academic year.

VTOED used 2014-2019 cohort data to better understand high school completion trends in Area 17. Cohort data tracks students for four years, from their freshman year to graduation. There were 2,034 students in the 2014-2019 cohort in Area 17; approximately 89.6% of these students graduated on-time and 6.9% dropped out over the course of the four-year observation period. This compares to an on-time graduation rate of 92.5% and dropout rate of 5.1% for the state's 2019 cohort.

The majority of 2019 high school graduates in Area 17 had plans to continue their education. Approximately 43.5% of graduates planned to attend a 2-year college; 29% planned to attend a 4-year college; and 3.1% had other continuing education plans. Over a quarter of graduates did not plan to continue their education: 18.9% planned on joining the workforce following graduation; 3% planned on enlisting in the military; and 2.6% had no post-graduation plans. Students in Area 17 were far more likely to enroll in 2-year colleges compared to the state (25.2%). Regional Students were also more likely to enter the labor force upon graduation than the state (12.7%).

Postsecondary Education

There were 1,474 completions for postsecondary academic programs requiring up to two years of study in Area 17 for 2019, according to EMSI. Total completions for these programs fell by 11.0% from 1,637 in 2014. Completions for 1-year academic programs increased by 28.5% from 2014-2019; completions for 1-2-year academic programs decreased by 29.3%; and completions for associate's degree programs decreased by 19.2%. Popular 1-year programs included: licensed practical/vocational nurse training (56 completions); design and visual communications (45); and welding technology/welder (43). Popular 1-2-year programs included: liberal arts and sciences, general studies and humanities (296 completions); welding technology/welder (23); and licensed practical/vocational nurse training (21). Finally, popular 2-year programs included: liberal arts and sciences/liberal studies (308 completions); registered nursing/registered nurse (72); and computer information sciences (20).

There was a disconnect between completions and demand in Area 17. Programs with a greater number of completions tended to be related to occupations with lower openings. Completions exceeded annual job openings for occupations related to healthcare and liberal arts and sciences programs, which were among the region's most popular. For example, there were 176 completions for allied health diagnostic, intervention, and

treatment profession programs in Area 17 despite only 24 openings. Alternatively, a number of programs with lower or no completions were related to occupations with high annual openings. Completions for technical programs, such as construction trades and welding, and correctional officer programs were considerably lower than the number of job openings in related occupations. For instance, there were no completions for electrician programs in Area 17 despite 150 openings in related occupations.

In Demand Skills, Credentials, and Qualifications

Jobs are oftentimes posted across a multitude of webpages, job boards, etc. This creates multiple postings for the same job. For instance, there was 156,839 postings for 39,043 available jobs in Area 17 in 2019. The majority of jobs posted in Area 17 (40%) were located in the City of Danville. Approximately 63% of jobs posted in Area 17 did not list an educational requirement, although this does not guarantee that a certain level of education is not required or expected. Of the 2019 job postings that did list an educational requirement: 13.4% called for a high school diploma or equivalent; 5.8% called for an associate's degree; and 18.0% called for a bachelor's degree or higher. Similarly, 68% of jobs posted in Area 17 did not list an experience requirement in 2019, although 27% called for 1-3 years of experience and 5% called for more than four years of experience.

In-demand qualifications tend to be specific to individual industries and occupations; information regarding in-demand qualifications for target sectors can be found below. Commercial Driver's Licenses (CDL) and other transportation-specific qualifications were the most sought after by hiring employers in Area 17, according to job posting data. An array of nursing certifications also appeared frequently in 2019 job postings. Similar to qualifications, hard skills tended to align with specific industries and occupations. Nevertheless, the top-five in-demand hard skills in Area 17 were related to transportation, sales, restaurant operations, and nursing. In-demand soft skills were more universal. For instance, communication, customer service, and management skills appeared in 17%, 15%, and 14% of all 2019 postings.

Manufacturing

There were 5,891 postings for 1,246 available jobs within the region's manufacturing sector. It is important to note that manufacturing, construction, and mining jobs are not always posted on traditional job boards and this data likely underrepresents the number of available jobs. Therefore, VTOED used job opening data to better understand in-demand manufacturing qualifications. VTOED identified 39 in-demand manufacturing occupations in Area 17 for 2020. There were 1,337 job openings across these 39 occupations: miscellaneous assemblers and fabricators (109 openings); textile winding, twisting, and drawing out machine setters, operators, and tenders (99); and inspectors, testers, sorters, samplers, and weighers (81) were the most in-demand. There were also a considerable number of openings for machinists, tire builders, woodworkers and upholsters, and various machine and tool operators, setters, and tenders during the same year.

VTOED analyzed the educational attainment and common knowledge, skills, and abilities for the top-five in-demand manufacturing occupations in Area 17 to better understand the requirements for these positions. Educational attainment was varied. Lower-skill occupations, such as assemblers and machine operators, were more likely to require a high school diploma, if that. Middle to higher-skill occupations, such as machinists, and supervisors, were more likely to require a postsecondary award or associates degree. The vast majority of workers belonging to these occupations did not possess a bachelor's degree. Workers belonging to these occupations were knowledgeable about mechanics, production, and processing. Additionally, operation, monitoring, coordination, and listening skills as well as comprehension, information ordering, and control precision abilities were also necessary for these manufacturing occupations.

Health Care and Life Sciences

There were 22,891 postings for 4,451 job openings within the region's health care and life sciences cluster in 2019. More than three-fourths of these postings were for jobs located in the cities of Danville and Martinsville. Approximately 52% of 2019 health care postings listed an educational requirement; 13.6% called for a high school diploma or equivalent; 16.0% called for an associate's degree; and 22.3% called for a bachelor's degree or higher. Licensed Practical Nurse (LPN) certification was the most in-demand qualification. Certified nursing assistant (CNA), bachelor's of science in nursing (BSN) and nurse practitioner certifications were also in demand. Approximately 27% of health care postings called for nursing skills. Basic life support, CPR, rehabilitation, and nursing care skills were also frequently listed hard skills. Communication, leadership, and management skills were the most in-demand soft skills for health care postings.

Information Technology and Telecommunications

Job postings data is only available for 2-digit NAICS sectors. Therefore, VTOED analyzed postings data for the largest component pieces of the information technology and telecommunications cluster: the information sector and professional, scientific, and technical services sector. There were 11,287 job postings for 2,019 available jobs within the region's information and professional, scientific, and technical services sectors for 2019. Nearly three-quarters of these postings were for jobs located in the cities of Danville and Martinsville. Approximately 59% of job postings for these two sectors did not list an education requirement, although 17.7% of jobs called for a high school diploma or equivalent; 4.0% of jobs called for an associate's degree; and 19.6% called for a bachelor's degree or higher. Product certification, and proprietary certifications from Cisco and Microsoft were frequently demanded qualifications for these positions. Hard skills were more general. For instance, accounting, marketing research, consumer behavior, auditing, and agile methodology skills were the some of the top hard skills listed in 2019 postings. Soft skills were similar, with 30% of postings calling for communication skills, and approximately 18% of postings calling for sales and customer service skills.

Transportation and Warehousing

The transportation and warehousing sector led Area 17 in total job postings for 2019; there were 26,329 postings for 7,838 available jobs. Postings for these jobs were also more evenly distributed throughout the region, although Pittsylvania, Patrick, Henry Counties and the city of Danville supplied the majority of these postings. It is important to note that large, national trucking companies such as C.R. England, CRST International, and Schneider post jobs at extremely high frequencies, especially in rural and/or disadvantaged areas. These jobs are oftentimes not counted in the region in which they are posted in that these firms are headquartered elsewhere. Additionally, independently-contracted drivers are underreported by Quarterly Census of Earnings and Wages data. Overall, it is likely that the number of "available" transportation jobs in Area 17 is greatly inflated and industry employment for the transportation and warehousing sector does not totally represent the actual number of workers in this regional industry.

Upwards of 96% of postings for transportation and warehousing jobs did not include an education requirement. In-demand qualifications included various CDL certifications and hazard, doubles, and tanker endorsements. Top hard skills included flatbed truck operation, over-the-road driving, dry van truck operation, and truckload shipping. Soft skills included a good driving record and customer service, operations, and loading and unloading skills.

Business Services and Management

There were 40,171 job postings for 9,208 job openings within the region's business services and management sector in 2019. Three-quarters of job postings for this sector were for positions located in the cities of Danville

and Martinsville. The majority of business services and management job postings (70%) did not list an education requirement in 2019. Approximately 19% of business services and management job postings called for a bachelor's degree or higher; a smaller 6% called for a high school diploma or equivalent; and 5% called for an associate's degree. Many of these postings did not call for a specific qualification, although 34% of business services and management job postings required some experience. Top hard skills were related to call center positions, including cold calling and customer relationship management (CRM). Similarly, top soft skills included communication, teaching, leadership, customer service, and management.

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, information on labor market trends, and the educational and skill levels of the workforce in the Region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

Workforce Supply Analysis

Jobs and Resident Workers

Employment is a measure of the total number of jobs contained within a region. A resident worker is someone who is employed and living in a region, but may work outside of that region. Area 17 housed 74,142 jobs and 83,266 workers in 2020, according to EMSI. The City Danville and Henry County accounted for a combined 60.5% of regional jobs. Additionally, Danville and Pittsylvania County housed 56.2% of the region's workers.

Commuting Patterns

Data suggest that a portion of the region's resident workers had to travel outside of area for work; there were 9,124 more resident workers than jobs in 2020. Census data suggest that 36.4% of workers living in Area 17 were employed outside of the region in 2018. Popular destinations for out-commuting workers were Campbell County, VA, Franklin County, VA, and the City of Roanoke, with 8% of resident workers holding jobs in these two counties and city. Resident workers accounted for 70.3% of jobs in Area 17 in 2018; the remaining 29.7% were held by nonresident workers. Nonresident workers from Franklin County, VA, Rockingham County, NC, and Halifax County, NC held 7% of jobs in Area 17.

Labor Force Participation

Area 17 had a civilian noninstitutionalized population of 151,741 in 2019, according to the American Community Survey (ACS). This number is reflective of the total number of individuals that could participate in the workforce. Area 17 saw a labor force participation rate (LFP) of 56.7% in 2019, according to the Virginia Employment Commission (VEC). This compares to an LFP of 54.4% in 2015. Despite recent growth, LFP in Area 17 was lower than that of the state (63.1%) and nation (63.1%) for the same year. Approximately 29.5% of individuals aged between 20-64 in Area 17 did not work in 2019. Women (31% did not work) were more likely to not work than men (28%). Area 17 had a proportionally greater number of nonworkers in 2019 compared to the state (20.2%) and nation (22.4%).

The average median age of workforce participants in Area 17 was 43 years of age in 2019. Workers aged between 45-54 accounted for the largest portion of the region's labor force (22.6%). Approximately 9% of workers in Area 17 were approaching retirement age (60-65) and 6.2% of workers were above retirement age. More than 90% of workers aged between 25-64 in Area 17 possessed at least a high school diploma or equivalency in 2019; 30.5% possessed a high school diploma; 39.3% had some college experience or an associate's degree; and 20.8% possessed a bachelor's degree or higher.

Several factors appeared to be correlated with higher and lower LFP in Area 17, including age, gender, poverty status, disability, and educational attainment. Approximately 76% of people in Area 17 aged between 20-54

participated in the labor force in 2019. Residents aged between 35-44 were the most likely to work, with 79.8% participating in the region's labor force. LFP was lower for residents aged between 16-19 (30.9%) and residents aged above 55 (37%). Working age men (20-64) were more likely to participate in the region's labor force (73.3% LFP) compared to working age women (69.4%). Working-age women with children under 18, however, were among the highest participating groups (75% LFP). Disabled (27.7% LFP) and impoverished residents (41.6%) and residents that did not possess a high school diploma or equivalency (48%) were the least likely to participate in the region's labor force in 2019. Alternatively, residents living above the FPL were among the most likely to participate in the region's labor force (79.5%). Furthermore, LFP increased with educational attainment; residents with high school diplomas, associate's degrees, or bachelor's degrees or higher had LFPs of 65.6%, 77.5%, and 85.2%, respectively.

Unemployment and Underemployment

Area 17 saw an annual unemployment rate of 3.9% in 2019, according to the Bureau of Labor Statistics (BLS). This compares to an annual unemployment rate of 6.6% in 2015. Annual unemployment was higher in Area 17 compared to the state (3.2%) and nation (3.7%) in 2019. The economic ramifications of the Coronavirus pandemic have resulted in higher-than-average unemployment for all regions of Virginia. Unemployment in Area 17 averaged 8.4% for the first nine months of 2020, according to the BLS. This was higher compared to statewide unemployment (6%) for the same duration.

Similar to labor force participation, several factors appeared to be correlated with higher and lower unemployment in Area 17, including age, race, poverty, and educational attainment. While younger people were among the most likely to participate in the region's labor force, they were also the most likely to be unemployed; 11.3% of workers aged between 20-34 were unemployed in 2019. Alternatively, 4.4% of workers aged between 35-64 were unemployed during the same year.

Black or African American workers were almost twice as likely to be unemployed (9.6% unemployed in 2019) compared to their white counterparts (5.3%). Additionally, Black or African American residents accounted for 28% of the region's workforce in 2019 and 39% of all unemployed workers in Area 17. Similarly, Hispanic or Latino workers were exactly twice as likely to be unemployed in Area 17 (10.6% unemployed) compared to white workers for the same year. Workers living under the FPL were nearly six times more likely to be unemployed (27.4% unemployed) compared to workers that earned above the FPL (4.6%). Finally, unemployment was higher for groups with lower educational attainment in Area 17. Workers aged between 25-64 that did not have a high school diploma were more likely to be unemployed (9.3% unemployed) than workers that did (5.4%). Workers with high school diplomas (7.1% unemployed) or some college or an associate's degree (7.2%) had similar levels of unemployment, while workers with bachelor's degrees or higher were among the least likely to be unemployed in 2019 (2%).

ACS data estimate that 65.3% of workers aged between 16-64 in Area 17 worked full-time, year-round in 2019. Men were more likely to hold full-time positions (70%) compared to women (60.5%) during the same year. Workers in Area 17 were less likely to work full time compared to the state (68.5%) and nation (66.4%). The remaining 34.7% of workers aged between 16-64 in Area 17 worked at some part-time capacity in 2019. This was higher compared to the state (31.5%) and nation (33.6%). Underemployment captures workers who are overqualified for their current position and part-time workers that would prefer to work full-time. The Virginia Economic Development Partnership estimated that 6,963 workers in Area 17 were underemployed in September of 2019. Underemployed workers accounted for 8.2% of the region's labor force during that year.

Employment Barriers

Access to childcare, transportation, and broadband were three barriers to employment noted in conversations with regional workforce stakeholders. The Center for American Progress (CAP) lists access to childcare as a leading barrier to labor force participation for young families and especially women. Parents of young children must choose to either pay high prices for childcare or exit the workforce to become full-time caregivers. The average annual cost of childcare in Virginia was \$14,063 for infant care and \$10,867 for 4-year-old care, according to the Economic Policy Institute (EPI). Costs can quickly double for families with more than one child. The childcare issue is further exacerbated by a low supply of childcare providers, many of which only cater to a traditional work schedule. A CAP study estimated that two million parents made career sacrifices due to childcare complications in 2016.

ACS data estimates that 36,894 children aged under 17 lived in Area 17 in 2019. Furthermore, 11,411 children (31%) were aged under 5 years old. There were 18 child daycare establishments in Area 17 in 2020, according to EMSI. Data suggest that there were 634 children under the age of 5 for every daycare facility in Area 17, indicating that childcare is largely not available in this region. Furthermore, Henry County did not contain a single daycare establishment. For those parents that have access to childcare in this region, costs can be burdensome. VTOED used an average of childcare costs for Virginia and North Carolina to calculate childcare costs in that this region does not carry the same cost of living as Virginia. VTOED generated an average cost of \$11,952/year for infant care and \$9,490/year for 4-year-old care using EPI data. This figure represents 18.1% of the region's median household income for 2019 (\$51,824) for infant care and 14.9% for 4-year-old care. The prevalence of single parent households in Area 17 further complicates this issue. These households accounted for 19.8% of all households in Area 17 and were among the most likely to earn below the FPL. For instance, approximately 33.2% of single female-headed households in Area 17 lived below the FPL in 2019. These households experience the greatest need for childcare, however, widespread poverty and lower-than-average wages make unsubsidized childcare largely unavailable to these parents.

Transportation is another notable barrier in this region. ACS data suggest that 9% (7,148) of households in Area 17 lacked access to a personal or shared vehicle in 2019. This compares to 6.1% for the state and 8.6% for the nation for the same year. Approximately 93% of workers in Area 17 used a personal or shared vehicle to commute to work in 2019. Additionally, 3.5% of workers lacked access to a vehicle during the same year. Workers in Area 17 were more likely to own a car and drive to work compared to the state, where 2.7% of workers did not have a car and 85.7% drove to work. It is important to note that Area 17 is largely rural, making vehicle ownership a necessity. Meanwhile, a large proportion of Virginia's households exist in more urban settings where vehicle ownership is not as necessary due to the presence of public and alternative transportation. For instance, 9.1% of workers in Virginia commuted to work by walking, riding a bicycle or motorcycle, or using a taxicab or public transportation. These options are limited, if it all available in Area 17, where a much smaller 3.8% of workers relied on alternative transportation to commute.

Finally, access to technology and broadband is another notable barrier to employment in Area 17. The Coronavirus Pandemic has placed an increasing importance on the ability to work from home. This is especially true for certain industries and occupations where an on-site presence is not crucial to the responsibilities of a worker. Approximately 2.7% of workers in Area 17 worked from home in 2019. This was lower compared to the state (5.2% worked from home) and nation (5.2%) for the same year. Lacking consistent and reliable internet access is a considerable barrier to working from home. ACS data estimate that 71.7% of households in Area 17 had internet service in 2019. This was lower compared to the state (84.3%) and nation (83%) for the same year.

It is important to note that 19% of households with internet service relied on a cellular device to access the internet rather than a traditional broadband or satellite internet connection.

1.4 An analysis of the workforce development activities (including education and training) in the Region to address the identified education and skill needs of the workforce and the employment needs of employers in the Region [WIOA Sec. 108(b)(1)(D)]

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 plan. As shown in previous data, business customers need both soft and hard skills from their employees. Many workshops are held at the One-Stops to address these needs, including resume writing, mock interviews, and “Dress for Success” sessions.

The majority of workforce services in the region are being provided by Virginia Career Works West Piedmont, 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 benefit workforce system clients. For instance, Piedmont Community Services provides small-group support sessions for workforce system clients. These sessions are led by Prevention Specialists who teach participants social and study skills and anger management and self-esteem building strategies.

WPWDB 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. WPWDB 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.

WPWDB has the capacity to deliver workforce development activities. Area 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, such as VEC, DARs, Regional Adult Education, and various community action agencies. In addition to the comprehensive One-Stop Workforce Centers, Area 17 has one satellite location that serves Patrick County.

The West Piedmont Workforce Development Board continues to collaborate with regional partners to increase its resources, which consequently expand its abilities to respond to the growing needs of the Workforce System that fall outside of mandated services and WIOA funding. The following grant initiatives are currently available to the Area as a result of this collaborative spirit:

- **Guided Career Exploration Program:** The Harvest Foundation has partnered with the WPWDB through a \$1,079,727 three-year grant to oversee the Guided Career Exploration Program (GCE). The GCE program is designed to assist young adults (17-24) to meet local workforce needs by providing individual career

coaching and work experiences through an intense mentoring approach for those who may be facing barriers to employment or require assistance in developing a career pathway. This twelve-week program requires participants to attend a life skills training course in addition to a workforce experience all while further developing healthy workplace skills.

- **Temporary Assistance for Needy Families:** The TANF grant provides individualized coaching, paid tuition for short term training (ex: CDL, phlebotomy, pharmacy tech, C.N.A), supportive services (transportation reimbursement, test fees, etc.), financial literacy and a paid work experience. The participant must be an MHC resident, at or below 200% poverty level. Once approved by the Integrated Resources Management Team, the participant must participate in a financial literacy session.

1.5 An analysis of the strengths and weaknesses of the workforce development activities identified in 1.4 and the capacity to provide these services [WIOA Sec. 108(b)(1)(D)]

The SWOT Analysis for the 2021-2024 West Piedmont Strategic Plan occurred in November and December of 2020. Input for the analysis was broadly acquired through a survey to all workforce system stakeholders, which received 38 responses. Approximately 89% of respondents said they are somewhat or very familiar with the public workforce system. Only three respondents said they are very unfamiliar with the system. In order of most to least number of responses, most responses came from:

- Someone working for one of the One-Stop System Partners (20 responses)
- A member of the West Piedmont Workforce Development Board (11 responses)
- Someone working for a local government within Workforce Area 17 (2 responses)
- Someone who has participated or is currently participating in a workforce program (2 responses)
- A member of the West Piedmont Workforce Development Area Consortium Board (1 response)
- Other (2 responses)

Additional and more in-depth input was received through a facilitated meeting with the workforce development board. Meeting participants were asked to reflect on the state of the region's workforce system, the SWOT analysis from the previous plan, responses from the current SWOT survey, and possible strategies the workforce system should develop in the upcoming plan. The following is a summary of the strengths and weaknesses of the workforce system.

Strengths

Most respondents (79%) agreed that the greatest strength of the workforce system was workforce staff. Facilitated session participants added that education institutions also serve as a regional strength for workforce. About half of survey respondents noted that business services (58%) and compliance with state and federal guidelines (53%) were also system strengths. However, facilitation participants noted that these strengths were becoming more difficult to achieve due to funding cuts and resulting staff layoffs.

Weaknesses

For the total responding groups, the greatest weaknesses of the workforce system in the region are the poor marketing of services to jobseekers (63%) and businesses (42%). Those in the facilitated session discussed leveraging regional resources and partnerships to better advertise workforce services. Several discussed identifying alternative sources of revenue and organizations like the Danville Regional Foundation as ways of amplifying the services and presence of the workforce system in the region.

More than one-third of survey respondents also cited partner collaboration as a weakness. In response, survey respondents and facilitated session participants wanted to prioritize increased partner collaboration and additional/increased private sector partnerships. One-third of survey respondents, for instance, cited as

opportunities increased partner collaboration and improved working relationships with DSS, DARS, EDC, and VEC.

The members of the workforce development board considered marketing and collaboration as the top weaknesses in the region. One-Stop System Partners, however, also considered matching job seekers with long-term employment opportunities to be a significant weakness.

In the facilitated meeting, multiple meeting participants echoed the survey results and showed concerns about businesses, particularly small companies having difficulty in finding employees. One participant from Patrick County specifically pointed out the county's low population and location as particularly challenging compared to the larger region. Another participant noted the mismatch between training and business needs; for example, he pointed out that existing workforce development and training programs tend to lead job seekers to positions like welding that are not necessary, while companies seek employees with different skills such as industrial maintenance.

1.6 Describe and assess the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, which must include an identification of successful models of such activities. Please include:

- Local area's strategy for ensuring the availability of comprehensive services for all youth
- How the area will identify and select successful providers of youth activities and delivery of the fourteen youth program elements required under WIOA
- 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
- How the required program design elements will be addressed as part of the development of youth service strategies
- Strategies to identify, recruit, and retain out-of-school youth, and efforts to ensure the required percent of WIOA youth funds are expended
- Policy regarding serving youth who do not meeting income eligibility guidelines, including appropriate referrals
- 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
- Efforts taken to ensure compliance with applicable child labor and safety regulations
- Pay-for-performance policy as applicable

Local area's strategy for ensuring the availability of comprehensive services for all youth

Ross Innovative Employment Solutions is the contracted provider for all youth services. First, WPWDB relies on its extensive partner network to identify potential candidates for youth services programming. Additionally, WPWDB and Ross utilize several mediums to spread awareness of all workforce programs, especially those that pertain to the region's youth. In addition to its more traditional outreach efforts, WPWDB markets its youth programming through its social media and online presence to better reach young people. More information regarding youth-specific outreach strategies can be found below.

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 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.

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 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

WPWDB previously rebranded its Youth Services Program to focus 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, Board outreach via social media specifically mentions barriers such as criminal background, need to obtain a GED, or parenting.

The contracted operator (Ross Innovative Employment Solutions) is 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, receive 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 individual receives to ensure they do not receive duplicative support. Contractors also collaborate with organizations that specialize in engaging youth to host outreach events.

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

Ross Innovative Employment Solutions is the contracted provider for mandated youth-service programs and is therefore responsible for their delivery. The following section details the 14 program elements of WIOA and how they have been incorporated into the local youth program design:

- 1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies* that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential. These services are offered in collaboration with Adult Education services.
- 2. Alternative secondary school services, or dropout recovery services, as appropriate* - These activities are under the purview of the local school districts. In Area 17, these services are also offered in collaboration with Adult Education.
- 3. Paid and unpaid work experiences* that have academic and occupational education as a component are provided through contracted youth provider in collaboration with local employers.
- 4. Occupational skills training*, which includes priority consideration for training programs that lead to recognized postsecondary credentials aligned with the area's in-demand industry sectors or occupations. Occupational skills training is provided through an individual training account (ITA) or contracted through WDB as need arises. ITAs are made in collaboration with local training providers.

5. *Education offered concurrently with and in the same context as workforce preparation activities and training* for a specific occupation or occupational cluster. These programs are made available via collaboration with the youth services contractor and local training providers/other community-based organizations.

6. *Leadership development opportunities*, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors. The opportunities are offered by the program provider in conjunction with community, business, and faith-based partners.

7. *Support services* are made available to all WDB youth participants. Primarily these services consist of transportation, clothing and employment-related supplies. These services are provided by the youth contractor.

8. *Adult mentoring* for duration of at least 12 months that may occur both during and after program participation. The program provider works with community and business partners to offer this service.

9. *Follow-up services* for not fewer than 12 months after the completion of participation. These services are offered by the contract provider.

10. *Comprehensive guidance and counseling*, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual. These services are also provided by the contractor provider in collaboration with regional educational partners.

11. *Financial literacy education*: is offered by the contracted provider in collaboration with community partners.

12. *Entrepreneurial skills training* – this type of training is facilitated by the contracted youth provider in collaboration with eligible training providers or contracted by the local board.

13. *Services that provide labor market and employment information* about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services. These services are provided by the youth services contractor in collaboration with One-Stop Center partners.

14. *Activities that help youth prepare for and transition to postsecondary education and training*. These services are offered by the contracted service provider in collaboration with regional postsecondary education and community partners.

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

The youth service provider (Ross Innovative Employment Solutions) is responsible for recruitment and delivers this through marketing, job fairs, and collaborations with community and faith-based organizations. As mentioned above, WPWDB and Ross use a multi-faceted approach to identifying and recruiting the region's eligible youth. Both organizations use traditional and social media to market programs to the region's young people. Additionally, WPWDB staff participates in annual financial literacy events held for high school seniors; information regarding workforce programs is shared during these events. Staff also shares information with organizations and agencies that serve youth. For example, WPWDB staff speaks a local Boys and Girls clubs to share information regarding youth services.

The contracted youth services provider invoices WPDWDB for youth services at a monthly interval. Eligible youth are enrolled in a youth services program that corresponds to their need, as identified by WDS. Funds are expended based on enrollment in different youth services programs, as detailed in the section above. WPWDB

monitors WIOA youth fund expenditures through these invoices, which detail expenditures by program. At least 75% of funds are expended on out-of-school youth.

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

WPWDB has no formal policy regarding serving youth that do not meet income eligibility guidelines. Rather, relationships have been developed with the Department for Aging and Rehabilitative Services, local community college financial aid offices, local Departments of Social Services and other community and faith-based organizations to provide services to youth who are not eligible for WIOA services. Referrals are made to the appropriate agency and tracked by the WDS. Basic career services, assistance with application for Federal Financial Aid, resume writing and job search activities are available to all in the resource room of the One-Stop Centers.

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

Coordination with Job Corps

The West Piedmont Workforce Development Board collaborates with Job Corps to provide an Information Session at our One-Stop Centers. In the Information Session, a Job Corps' representative provides 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 work-based learning experiences to prepare youth for stable, long-term, high-paying jobs.

Coordination with Registered Apprenticeship Programs

There are a small number of registered apprenticeships offered through the Department of Labor and Industry, however, existing programs are largely inactive. In the past, employers have been unwilling to collaborate with WPWDB and partners to build these programs. Nevertheless, WPWDB has taken stride towards engaging employers in conversations regarding apprenticeships. For instance, the Business Services Team recently participated in a roundtable discussion facilitated by the Institute for Advanced Learning and Research with regional employers aimed at developing apprenticeships.

Coordination with Local Youth Offices and other Youth Services, including those administered through community colleges and other higher education institutions and local human services agencies

WPWDB has relationships with local community service boards and community and faith-based organizations that service youth. These agencies and organizations are invited to monthly meetings of the Partner Convening Group, where program information is shared. Referrals to other youth services providers are made as needed.

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

The West Piedmont Workforce Development Board does not have a pay-for-performance policy in effect at this time.

1.7 Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area, including:

- Access to and delivery of career services (basic, individualized, and follow-up)
- The area's definition of self-sufficiency to be used when determining eligibility for intensive and training services for employed individuals
- The area's definition of hard-to-serve populations with additional barriers to employment

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

Basic Career Services

Basic Career Services will be available to all individuals seeking services. These services include:

1. Eligibility determination for services through the Adult, Dislocated Worker and Youth programs;
2. Outreach, intake and orientation to information and other services available through the one-stop delivery system;
3. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities and support service needs;
4. Labor exchange services, including job search and placement assistance.
5. Career counseling and labor market information will be provided on an individual basis, including provision of:
 - a. Information on in-demand industry sectors and occupations;
 - b. Information on nontraditional employment;
 - c. Referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system using the state's referral portal;
 - d. Workforce and labor market employment statistics; information relating to local, regional and national labor markets; job vacancy listings; skills necessary to obtain the vacant jobs listed; information relating to local occupations in demand and the earnings, skill requirements and opportunities for advancement for those jobs;
 - e. Performance information and program cost information on eligible providers of training services;
 - f. Information on local area performance, as well as any additional performance information relating to the area's one stop delivery system;
 - g. Information relating to supportive services or assistance, and appropriate referrals to those services and assistance, including Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Head Start, the state's Medicaid program, FAMIS, Second Chance and other supportive services provided by agencies throughout the area;
 - h. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA;
 - i. Information and assistance regarding filing claims under UI programs.

Individualized Career Services

If One-Stop center staff determines individualized career services are appropriate for an individual to obtain or retain employment, these services are made available to the individual through center staff or partners. One-stop staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

1. Comprehensive assessment of 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;
- 2. Development of an individual employment plan to identify employment goals, achievement objectives and appropriate combination of services for the participant to achieve his or her employment goals, including the list of eligible training providers;
- 3. Group and/or individual counseling and mentoring;
- 4. Short-term pre-vocational 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. In some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services;
- 5. Internships and work experience linked to careers;
- 6. Financial literacy services;
- 7. Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- 8. Out-of-area job search assistance and relocation assistance.

Follow-up Services

Follow-up services will be made available, as appropriate—including counseling regarding the workplace—for participants in adult or dislocated worker activities authorized under this subtitle who are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

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

Area 17 categorizes self-sufficiency using the U.S. Department of Labor’s (DOL) Lower Living Standard Income (LLSIL) Data, which is updated annually. WPWDB uses two standards for self-sufficiency due to the presence of a metropolitan statistical area (MSA) in its boundaries. The first standard is determined using metropolitan-specific LLSIL data and the second utilizes non-metropolitan LLSIL data. Self-sufficiency for employed adults is 150% of the LLSIL with respect to family size. Self-sufficiency for dislocated workers is the higher 150% of the LLSIL or 80% of the layoff wage. Metropolitan LLSIL standards are used to evaluate self-sufficiency in the City of Danville and Pittsylvania County. Non-metropolitan standards are used to evaluate self-sufficiency for the Counties and City outside of the Danville MSA, including Henry County and Patrick County and the City of Martinsville. Information on each standard can be found below:

Size of Family Unit	150% LLSIL
Metropolitan	
1	\$21,019
2	\$34,440
3	\$47,270
4	\$58,359
5	\$68,878
6	\$80,556
Add \$7,785 for each family member above 6	
Non-Metropolitan	
1	\$20,401
2	\$33,421
3	\$45,871
4	\$56,625
5	\$66,823

6	\$78,147
Add \$7,750 for each family member above 6	

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 16 of this Local Plan, there is a significant percentage of the region’s adult population which may have needs for more intensive services. For instance, 21% of adults in Area 17 have not graduated high school or received a GED in 2019; 9% of these adults did not attend high school. 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. WPWDB partners with Piedmont Community Services to offer this program, which attempts to reduce problems caused by drug and alcohol substance abuse in the region. A path toward recovery addresses and offers assistance and support in areas of education, employment, leisure, mental health, sobriety, spirituality, physical health, and housing.

Section 2: Strategic Vision and Goals

Please try to answer the questions in Section 2 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). The goals should relate to the performance accountability measures based on primary indicators of performance (found here: <https://www.dol.gov/agencies/eta/performance/performance-indicators>) to support regional economic growth and economic self-sufficiency [WIOA Sec. 108(b)(1)(E)]

As its organizational vision, the West Piedmont Workforce Development Board (LWDA 17) wishes the region to be “a preferred region for job seekers and employers, offering employment opportunities with sustainable wages and high-quality training to ensure a productive and competitive workforce for employers.” It will achieve this vision by pursuing the following goals: Provide equitable services to individuals and cultivate a more employable talent pipeline with family-sustaining wages and career progression opportunities.

- *Goal 1.* Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery.
- *Goal 2.* Increase business engagement and deliver value to our business customers by filling jobs in high-demand occupations that are strategic to the West Piedmont Region.
- *Goal 3.* Develop diverse workforce with the qualified skills, competencies, and credentials that meet the current and anticipated business needs of West Piedmont.
- *Goal 4.* Strengthen outreach and recruitment efforts to make available services more well-known and stimulate career awareness.
- *Goal 5.* Reduce workforce system barriers to improve training and employment outcomes for job-seekers.

If these goals are met, they should contribute to improving the following performance metrics: 1) regional employment rate (including youth employment), 2) regional median earnings, and 3) credential attainment with measurable skill gains for regional workers. Furthermore, these goals will ensure improved service delivery to employers, measured by employee retention rates with respect to employees that have gone through workforce training, the number of repeat business customers, and the workforce board’s regional employer penetration rate.

In alignment with the state’s primary indicators of performance, the West Piedmont Workforce Development Board adopts the following performance accountability measures:

Performance Measure	Workforce Area 17			Virginia		
	Adult	Dislocated Worker	Youth	Adult	Dislocated Worker	Youth
Employment Rate 2nd Quarter after Exit	79%	85%	74.5%	84.4%	86.4%	81.1%
Median Earnings 2nd Quarter after Exit	\$6,000	\$8,700	\$3,500	\$6,382	\$8,700	\$3,850
Measurable Skill Gains	58%	57%	44%	58.9%	68.4%	67.9%
Employment Rate 4th Quarter after Exit	85%	90%	62.80%	85%	90%	62.8%
Credential Attainment Rate	74%	70%	70%	74%	70%	70%

These performance measures are based on the following parameters:

PY 2019 and PY 2020 Quarterly and Annual Reporting Periods (CUMULATIVE)					
Program Year 2019					
Quarterly Performance Report due	11/14/2019	2/14/2020	5/14/2020	8/14/2020	10/1/2020
Performance Items	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual
Total Participants	7/1/2019 to 9/30/2019	7/1/2019 to 12/31/2019	7/1/2019 to 3/31/2020	7/1/2019 to 6/30/2020	7/1/2019 to 6/30/2020
Total Exiters	4/1/2019 to 6/30/2019	4/1/2019 to 9/30/2019	4/1/2019 to 12/31/2019	4/1/2019 to 3/31/2020	4/1/2019 to 3/31/2020
Employment Rate Quarter 2 after Exit	7/1/2018 to 9/30/2018	7/1/2018 to 12/31/2018	7/1/2018 to 3/31/2019	7/1/2018 to 6/30/2019	7/1/2018 to 6/30/2019
Employment Rate Quarter 4 after Exit	1/1/2018 to 3/31/2018	1/1/2018 to 6/30/2018	1/1/2018 to 9/30/2018	1/1/2018 to 12/31/2018	1/1/2018 to 12/31/2018
Median Earnings 2nd Quarter after Exit	7/1/2018 to 9/30/2018	7/1/2018 to 12/31/2018	7/1/2018 to 3/31/2019	7/1/2018 to 6/30/2019	7/1/2018 to 6/30/2019
Credential Attainment Rate	1/1/2018 to 3/31/2018	1/1/2018 to 6/30/2018	1/1/2018 to 9/30/2018	1/1/2018 to 12/31/2018	1/1/2018 to 12/31/2018
Measurable Skill Gains	7/1/2019 to 9/30/2019	7/1/2019 to 12/31/2019	7/1/2019 to 3/31/2020	7/1/2019 to 6/30/2020	7/1/2019 to 6/30/2020
Program Year 2020					
Quarterly Performance Report due	11/14/2020	2/14/2021	5/14/2021	8/14/2021	10/1/2021
Performance Items	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Annual
Total Participants	7/1/2020 to 9/30/2020	7/1/2020 to 12/31/2020	7/1/2020 to 3/31/2021	7/1/2020 to 6/30/2021	7/1/2020 to 6/30/2021
Total Exiters	4/1/2020 to 6/30/2020	4/1/2020 to 9/30/2020	4/1/2020 to 12/31/2020	4/1/2020 to 3/31/2021	4/1/2020 to 3/31/2021
Employment Rate Quarter 2 after Exit	7/1/2019 to 9/30/2019	7/1/2019 to 12/31/2019	7/1/2019 to 3/31/2020	7/1/2019 to 6/30/2020	7/1/2019 to 6/30/2020
Employment Rate Quarter 4 after Exit	1/1/2019 to 3/31/2019	1/1/2019 to 6/30/2019	1/1/2019 to 9/30/2019	1/1/2019 to 12/31/2019	1/1/2019 to 12/31/2019
Median Earnings 2nd Quarter after Exit	7/1/2019 to 9/30/2019	7/1/2019 to 12/31/2019	7/1/2019 to 3/31/2020	7/1/2019 to 6/30/2020	7/1/2019 to 6/30/2020
Credential Attainment Rate	1/1/2019 to 3/31/2019	1/1/2019 to 6/30/2019	1/1/2019 to 9/30/2019	1/1/2019 to 12/31/2019	1/1/2019 to 12/31/2019
Measurable Skill Gains	7/1/2020 to 9/30/2020	10/1/2020 to 12/31/2020	1/1/2021 to 3/31/2021	4/1/2021 to 6/30/2021	7/1/2020 to 6/30/2021

2.2 Describe how the local board's strategic vision and goals will support the strategies identified in the Virginia Combined State Plan (found here: <https://virginiacareerworks.com>).

The Combined State Plan will be posted in fall 2020.

The region has adopted the same goals listed in the Virginia Combined State Plan with a few exceptions. However, the workforce board offers strategies that are more tailored to the needs of the region in order to achieve these goals. These strategies can be found in Section 2.5 of this document.

Goal 1: Same goal

Goal 2: Refocused for West Piedmont Region

Goal 3: WPWDB wishes to emphasize the need for a diverse workforce with the suitable skills, competencies, and credentials that meet the needs of regional businesses.

Goal 4: Same goal

Goal 5: Same goal, but with an emphasis on improving training and employment outcomes.

2.3 Describe how the local board’s vision and goals align with and/or supports the vision of the Virginia Board of Workforce Development (VBWD) (found here: <https://viriniacareerworks.com>).

The VBWD approved their 2020-2023 Strategic Plan in September 2020.

The vision of the Virginia Board of Workforce Development is: “Every Virginian, regardless of the barriers they face, has equitable access to tools and opportunities leading to careers that pay family-sustaining wages, and every business has access to a highly skilled workforce.” Like the state, the West Piedmont Workforce Development Board has created a vision and goals meant to increase equity, reduce barriers to employment, and ensure a good quality of life for regional workers. Many of its strategies, which can be found in Section 2.5 of this document, highlight how partnerships and collaboration will help towards achieving an economically competitive region with qualified, skilled workers who earn livable wages.

2.4 Taking into account the analyses described in 1.1 through 2.3, describe a strategy to work with the entities that carry out the core programs and required partners to align resources available to the local areas to achieve the local board’s strategic vision and goals. [WIOA Sec. 108(b)(1)(F)]

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, business services, and information technology 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.

In addition to the above description, the strategies outlined in 2.5 identify partner groups and highlight ways that the board might collaborate to leverage resources and achieve the board’s vision and goals.

2.5 Describe the local board strategic plan designed to combine public and private resources to support sector strategies, career pathways, and career readiness skills development. Such initiatives shall include or address:

- Regional vision for workforce development

- Protocols for planning workforce strategies that anticipate industry needs
- Needs of incumbent and underemployed workers in the Region
- Development of partners and guidelines for various forms of on-the-job training, such as registered apprenticeships
- Setting of standards and metrics for operational delivery
- Alignment of monetary and other resources, including private funds and in-kind contributions, to support the workforce development system
- Generation of new sources of funding to support workforce development in the Region

Adherence to this guidance will satisfy the LWDB's responsibility to prepare a demand plan for the initial year of this local plan, as required in the Code of Virginia Title 2.2 Chapter 24 Section 2.2-2472(E).

Regional Vision for Workforce Development

Build a business-driven, employee-centered workforce system to support economic diversity and development that will sustain the quality of life in the region.

Build a business-driven, employee-centered workforce system to support economic diversity and development that will sustain the quality of life in the region.

Goal 1: Help individuals gain access to jobs that pay family-sustaining wages and provide opportunities for career progression by providing equitable and universal service delivery.

Strategy A. Through collaboration with the local EDC and Chamber of Commerce, grow and improve workforce activities for incumbent workers, underemployed workers and job-seekers, including on-the-job training, incumbent worker training and work-based learning experiences.

Strategy B. Systematically evaluate workforce activities and monitor improvements using measurable outcomes. All data to be regularly reviewed. Suggestions for improvement to be shared at Center meetings.

Strategy C. Assist in identifying career pathways and employment opportunities that pay family sustaining wages. Identifying the leading employers in the targeted sectors, working along local community colleges to develop the pathways. These should include skills/training/credentials required and entry points from any skill level.

Strategy D. Diversify funding by leveraging local, state and federal partnerships and grant opportunities. Working with the Harvest Foundation, creating grants that will help diversify funds. Continue to work with local officials as we have recently received grants by municipalities, city of Danville and Pittsylvania County.

Goal 2: Increase business engagement and deliver value to our business customers by filling jobs in high-demand occupations that are strategic to the West Piedmont Region.

Strategy A. Engage regional employers, education and economic development entities in developing sector strategies and career pathways. Inviting local employers to meetings to collaborate in the process. Patrick & Henry Community College and Danville Community College to join in conversation

Strategy B. Develop innovative and sustainable systems for frequent employer outreach to increase employer knowledge of business services and receive greater performance feedback from employers. Working with the local Chambers, outreach material regarding all business services to be distributed via virtual newsletter.

Strategy C. Host virtual and in-person job fairs for adults and school age youth to encourage active employer-worker engagement and career pathway awareness. Job fairs to be executed through a partnership with the local community colleges and chambers.

Strategy D. Support programs offering on-the-job training, work-based learning experiences, and other job readiness training. Job readiness workshops.

Goal 3: Develop diverse workforce with the qualified skills, competencies, and credentials that meet the current and anticipated business needs of West Piedmont.

Strategy A. Develop business engagement activities and programming around sector strategies, in-demand industries and occupations.

Strategy B. Identify career pathways for the region, including the skills, competencies and credentials necessary and in-demand.

Strategy C. Support and expand available trainings that prepare workers with the skills, competencies, and credentials needed to meet the demands of the employers. Patrick Henry Community College and Danville Community College to be involved in the process.

Strategy D. Work with local school systems to increase youth knowledge of regional careers, desired credentials, and workforce services through working with CTE directors.

Goal 4: Strengthen outreach and recruitment efforts to make available services more well-known and stimulate career awareness.

Strategy A. Take a more active role in services outreach utilizing latest technology and social media (Facebook and Instagram) and inviting WPWDB members to share the posts to their audience to cast a wider net.

Strategy B. Actively attend events held in the community to bring awareness of the workforce board and its services. Events could include local and regional planning and economic development sessions, chambers of commerce meetings, business coalition meetings, and local school events. Staying up to date with all community calendars to take the initiative to attend these meetings/events.

Strategy C. Participate in community outreach events focused on traditionally underemployed populations such as events hosted by Piedmont Community Services.

Goal 5: Reduce workforce system barriers to improve training and employment outcomes for job-seekers.

Strategy A. Identify and provide frequent outreach to underserved populations in the region through a joint effort with Adult Education and the local departments of Social Services.

Strategy B. Continue and improve partnership efforts to leverage resources and streamline referral processes. Revise referral form.

Strategy C. Support regional activities that improve access to affordable transportation, childcare, housing and technology such as services provided by Pittsylvania Community action and Piedmont Community Services.

Protocols for planning workforce strategies that anticipate industry needs

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

- Establishing a no wrong door policy for Business Services and framework for sharing referrals;
- 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. The West Piedmont Workforce Development Board submits quarterly business engagement reports to the state that measure Business Services outcomes. Business Services Teams frequently engage with regional businesses and gather information, although this is not a formalized process. Rather, the Business Services team has been more recently successful in informal face-to-face meetings with employers. The Business Services team maintains a presence at meetings of importance throughout the region to remain up-to-date on workforce development needs. Moreover, the Business Services Manager frequently visits (whether in-person or virtually) with employers throughout the region to better understand their workforce needs. This information is shared at a regular interval through partner meetings and Business Services Team meetings. Additionally, the Business Services Manager leverages relationships with local economic developers to access findings from frequent business surveys they conduct.

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 Business Services Team will include these initiatives in their outreach and recruitment packages that will be used for business development. Economic Developers, however, are oftentimes bound by non-disclosure agreements and are not always able to share businesses employment needs until formal announcements are made. However, local and regional economic development organizations regularly invite WPWDB staff and Business Services representatives to meetings with newly announced businesses to discuss their anticipated workforce needs and the resources WPWDB can leverage to meet those needs. The Business Services Team is more able to proactively align resources when existing regional businesses expand.

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 an in-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 to reflect changes in the Workforce Innovation and Opportunity Act.

Setting of standards and metrics for operational delivery

The West Piedmont Workforce Development Board uses Performance Measures negotiated with the Virginia Community College System (VCCS) as the basis for its standards for operational delivery. Performance Measures and negotiated annually with VCCS, who administers and monitors state WIOA funding. Metrics are then developed with respect to these measures and performance trends are tracked across mandated programs. WPWDB and workforce system partners strive to meet these standards at a minimum and continuously investigate ways to exceed these standards and remain a high-performing workforce board. Updates on how the Workforce System is meeting these metrics are provided at each Board meeting.

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

The West Piedmont Workforce Development Board submits an annual Form 102 “Virginia Registration Statement for a Charitable Organization” to the Virginia Department of Agriculture and Consumer Services. As it has been registered, the Board is able to solicit contributions from the Commonwealth or have funds solicited

on its behalf. For more information on how grant and private funding is leveraged to support the region's Workforce Development System please consult section 5.6.

Generation of new sources of funding to support workforce development in the Region

West Piedmont Workforce Development Area is committed to identifying new funding sources to diversify its revenue streams, this includes 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

Recently, the Harvest Foundation partnered with the West Piedmont Workforce Development Board to pilot a workforce program in Martinsville-Henry County. The \$1,079,727 grant has connected local youth to career pathways. Young people, ages 17 – 24, are able to explore career possibilities while connecting with professionals that guide them through the steps to achieve success. Through a paid work experience, participants are mentored by local employers that show them the inner workings of their field. The grant funding has allowed the board to acquire a full time Career Specialist dedicated to the Guided Career Exploration program. This grant helped offset the use of Youth funds while continuing to allow the participants to receive the same services.

The TANF grant, awarded by the Department of Social Services, targets residents of Martinsville-Henry County who are below the poverty level and receive SNAP. This grant provides individualized coaching, paid work experience, financial literacy workshops and on-the-job training. Grant funding has allowed the Board to acquire a full time TANF Career Specialist who is determined to see participants retain employment and increase their wages.

Section 3: Local Area Partnerships and Investment Strategies

Please try to answer the questions in Section 3 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

- 3.1 Provide a description of the workforce development system in the local area that identifies:
- The programs that are included in that system
 - How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006
 - How the local board coordinates and interacts with Chief Elected Officials (CEO)

[WIOA Sec. 108(b)(2)]

Local Workforce System

Partners and Programs

The WPWDB has an extensive partnership network that works collaboratively to identify workforce needs, create and coordinate training opportunities for jobseekers, provide support to economic development efforts and offer unified responses to business needs in Area 17. The following table details the mandated programs and provider partners.

Mandated Programs and Program Partners	
Title I – WIOA Adult, Dislocated Worker and Youth Services	West Piedmont Workforce Development Board
Title II – Adult Basic Education Service: Carl D. Perkins Career and Technical Education programs at postsecondary level	DOE – West Piedmont Regional Adult and Career Education, Patrick Henry Community College, Danville Community College
Title III – Wagner-Peyser Employment Service; Unemployment Insurance; Veterans Services; Trade Adjustment Assistance	WPWDB, VEC
Services for the Aging and Disabled	Department of Aging and Rehabilitation, Southern Area Agency on Aging
The Senior Community Service Employment Program (SCSEP)	Goodwill of the Valleys
Community Services Block Grant (CSBG) employment and training activities	Pittsylvania County Community Action, Community Recovery Program
Department of Housing and Urban Development (HUD) employment and training activities	Pittsylvania County Community Action, Community Recovery Program, STEP Inc
Second Chance Act Programs	STEP Inc, Community Recovery Program
Temporary Assistance for Needy Families (TANF); SNAP; Medicaid Expansion	Henry-Martinsville Department of Social Services, Danville Division of Social Services, Pittsylvania County Department of Social Services
Job Corps	American Job Corps

The following tables detail economic development partners and community partners:

Economic Development Partners	
Virginia Economic Development Partnership	Commonwealth
Virginia Coalfield Economic Development Authority	Commonwealth/Region
West Piedmont Planning District Commission	Planning District I2
County and Municipal Offices of Economic Development	3 Jurisdictions
Industrial and Economic Development Authorities	3 Jurisdictions
Office of Economic Development	Virginia Tech

Community Partners	
Small Business Development Centers	Goodwill of the Valleys
Chambers of Commerce	STEP INC
Friends of Southwest Virginia	Genedge Alliance
VCCS	The Launch Places
Danville Pittsylvania County and Piedmont Community Services	Five Political Jurisdictions

Except for the Business Services Teams, there is no formal meeting schedule for this extensive group of partners.

Business Services

The West Piedmont Workforce Development Board has two existing Business Services Teams (BST): one team that serves the Martinsville-Henry County area of the region; and one team that serves the Danville-Pittsylvania County area of the region. Traditionally, Business Services for Patrick County has fallen under the Martinsville-Henry County BST. Recently, WPWDB has taken stride towards creating an independent Business Services Team to serve Patrick County directly. Mandated Partners, such as VEC, Regional Community Colleges, DARs, and local social services as well as community partners including community service boards, regional K12 education, and chambers of commerce and economic partners compose each of the business services teams that serve Area 17.

Virginia Career Works One-Stop Centers

Virginia Career Works One-Stop Centers serve as the primary delivery mechanism for WIOA programming and other nonmandated workforce programs. Workforce Area 17 is unique in that it includes two Comprehensive One-Stop 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 Centers, there is one Affiliate One-Stop location in Area 17 that serves customers in Patrick County. More information on the Area’s One-Stop Centers can be found in Section 4 of this plan.

How the local board will work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006

The Carl D. Perkins Career and Technical Education Act of 2006 provides services to individuals who are eligible to receive career and technical education at the secondary and post-secondary levels. Educational institutions are the providers. WPWDB continues to collaborate with regional school districts to ensure that Carl Perkins options are added to CTE curriculum to assist with credits for eligible participants. More information on how WPWDB interacts with secondary CTE programs and postsecondary providers can be found in section 3.4 of this plan.

How the local board coordinates and interacts with Chief Elected Officials (CEO)

Chief Elected Officials (CLEOs) have executed a Consortium Agreement through which Workforce Development Board Members are appointed (Attachment 1). As required by the Workforce Innovation and Opportunity Act (WIOA), CLEOs 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 CLEOs approve the West Piedmont Workforce Development Board's budget to carry out its purposes under WIOA. They meet quarterly with WDB staff and the board President. Furthermore, CLEOs are represented on the West Piedmont Workforce Development Board and play an essential role in strategic planning and enhancement of the local workforce system.

3.2 Describe strategies and services that will be used in the local area to:

- Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs
- Support a local workforce development system that meets the needs of businesses in the local area
- Better coordinate workforce development programs and economic development
- Strengthen linkages between the one-stop delivery system and unemployment insurance programs

These strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies, designed to meet the needs of employers in the corresponding region in support of the strategy described in 2.1.

The local board generally services as the “regional convener” and each regional convener shall develop, in collaboration with other workforce development entities in the region, a local plan for employer engagement. VBWD Policy No.13-01 Business Service Requirements for Local Workforce Investment Areas outlines the role and requirements of Local Workforce Areas and Virginia Workforce Centers in providing services to business customers, and presents required actions by the LWDA in regard to implementation of business services to enhance the business customer's outcomes and satisfaction with the workforce system through Business Services Teams.

[WIOA Sec. 108(b)(4), Code of Virginia 2.2. Chapter 24 Section 2.2-2472.1]

Facilitate engagement of employers, including small employers and employers in in-demand sectors and occupations, in workforce development programs

The West Piedmont Workforce Development Area has multiple Business Services Teams composed 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 interact with local employers to identify current and projected needs. These needs are discussed at roundtable meetings involving all partners participating in the 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 relies 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, although the Coronavirus Pandemic has limited these interactions more recently. In response, the Business Services teams have utilized the latest technology to communicate with regional businesses virtually. Specifically, Business Services Teams have conducted virtual sector-based roundtables with employers of all sizes. These meetings provide the Business Services Manager an understanding of the needs of regional employers. Once these needs have been

identified, the Business Services Manager is able to discuss the different services that are offered by the WPWDB and its partners. For partner services, referrals are made. 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 and Regional Veterans Employment Representatives, and job orders that are communicated to the Virginia Employment Commission.

The WPWDB Business Services Teams use the same approach for engaging small employers and employers in in-demand industry sectors. As mentioned above, businesses of all size are encouraged to participate in virtual roundtables. Additionally, the Business Service Teams engage small businesses in facility tours. These tours allow Business Services Teams to better understand the operations and needs of regional small businesses while also exposing small employers to the region's workforce system. WPWDB also continuously scans for grant and funding opportunities for the region's small businesses. For example, WPWDB recently engaged small employers through a number of work-based learning grant opportunities; small businesses served as host worksites for these programs.

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 Business Services Teams that 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. However, businesses in Area 17 are most likely to seek services based on their existing relationship with partners. Therefore, not only the Business Services Teams, but also the entirety of the West Piedmont Workforce Development System, have adopted a no wrong door policy. The component partners of the regional business services teams meet regularly to share information and coordinate referrals so that the needs of businesses are appropriately met. The business services team also works to leverage all available resources to support regional businesses. The business services manager and core partners strive to braid available resources to maximize the level of support available to all businesses in Area 17.

As mentioned in the above section, the Business Services Teams engage employers in in-demand sectors through regular roundtable meetings. More recently, these have been held virtually. Business Services Teams also conduct facility visits to increase regional employers' exposure to the workforce system. Both opportunities provide a platform for businesses to share needs and opportunities with Business Services Team members. This engagement strategy has been highly successful.

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 the enhancement of the local workforce system. As mentioned above, economic development also plays a similarly important role in the region's Business Services Teams. 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 Business Services Team includes these initiatives in their outreach and recruitment packages that will be used for business development.

Economic Development representatives are included in frequent business services meetings to discuss and formulate strategies to better 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 frequently deploy surveys and other information collecting activities in their respective jurisdictions. Information from these surveys is shared with Business Services Teams at the discretion of the local partner. This information helps the Business Services team in identifying business customers that are looking for to fill entry level and middle skill jobs in the in-demand occupations. The Business Services Manager continues to collaborate with Economic Development Partners in sector strategies, although, the level of local engagement varies across each county government.

Strengthen linkages between the one-stop delivery system and unemployment insurance programs

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. WPWDB was recently awarded a Wagner-Peyser Grant by the VEC to provide enhanced employment services to jobseekers, including Unemployment Insurance Claimants, and employers. This grant has enabled WPWDB to dedicate a team of WDS to operate a job matching service where employers can list open positions and be matched with a qualified jobseeker. Additionally, VEC (the administrator of Unemployment Insurance) participates in West Piedmont’s Partner Convening Group.

3.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the region in which the local area is located (or planning region), and promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

Coordination with Regional Economic Development

As mentioned above, WPWDB has been proactive in bolstering its relationships with regional and local economic development entities. Countless steps have been taken to ensure better coordination and collaboration between these organizations and the Workforce Board. The West Piedmont Workforce Development Board continues to work collaboratively with regional economic development agencies to promote opportunities for employers in the area. For instance, local and regional economic development organizations regularly invite WPWDB staff and Business Services representatives to meetings with newly announced businesses to discuss their anticipated workforce needs and the resources WPWDB can leverage to meet those needs. The WDB is listed as a resource on economic development websites.

Entrepreneurial Skills Training and Microenterprise Services

The WDB supports entrepreneurial skills training and microenterprise services by supporting the Start Up Martinsville entrepreneurial training 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. Entrepreneurial training is also a component of the mandatory youth services elements and is provided as such. The WDB and its contractors work collaboratively to meet the needs of expanding businesses and new staffing needs of companies in the region. Additionally, WPWDB promotes business and entrepreneurial support resources offered by partners. For instance, the WDB promotes entrepreneurial webinars hosted by local chambers on their social media and webpage.

3.4 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

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.

Secondary Education

WPWDB engages regional secondary education across several elements of the region's workforce system. For instance, WPWDB maintains relationships with CTE programs across each of the school districts in Area 17. Patrick County High School has a large Career and Technical Education Center that leads the region in CTE program offerings and student participation. The Center's director serves on the Workforce Board and chairs the Youth Committee. The Business Services Manager also serves on the Martinsville City School District's CTE advisory board.

WPWDB also receives referrals from local high schools regarding potential candidates for the Youth In-School Program. In addition, WPWDB participates in school events to provide resources regarding career exploration and funding for tuition and materials for related programs. Specifically, a youth career specialist mans a booth at high school events, which includes flyers and outreach materials. Service flyers are also included in senior information packages in Patrick County. WPWDB is also partnering with the Patrick County Chamber of Commerce to host a job fair for rising seniors.

Postsecondary Education

As mentioned in this plan, the majority of approved training programs in Area 17 are housed within the region's Community Colleges. Nevertheless, the West Piedmont Workforce Development Board has relationships with other postsecondary institutions. For instance, the New College Institute, located in Martinsville, provides trainings in advanced manufacturing and information technology. Representatives from regional postsecondary providers also serve on the Workforce Board and other related committees. Board meetings provide opportunities for these representatives to share updates, opportunities, or challenges. Additionally, these representatives share information regarding training opportunities and existing programming with WDB staff, which is then promoted via the Board's outreach strategies.

3.5 Describe how the local board will collaborate on local workforce investment activities with the community colleges in their area in the planning and delivery of workforce and training services.

Regional community colleges possess an extremely diverse array of courses and training programs that equip the workforce with a wide variety of skills and certifications. Both colleges play an important role in the development and delivery of career pathways. Specifically, WPWDB partners with the Patrick Henry Community College to offer the Fast-Forward program, which allows jobseekers to receive college credit for prior experience and gain in-demand industry credentials while working. Additionally, the Board continues to engage both

colleges to ensure that current trainings meet employer needs and that the system possesses the resources to adapt to changing or future needs.

Patrick Henry Community College and Danville Community College are co-located in Area 17's One-Stops and have a robust relationship with 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. Community colleges also collaborate with other workforce partners to provide wraparound services to both jobseekers and business customers and are an integral service delivery partner.

3.6 Describe how the local board will coordinate workforce investment activities in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. [WIOA Sec. 108(b)(11)]

West Piedmont Workforce Development Board has a Supportive Services for Adults and Dislocated Workers Policy that is attached to this plan. Essentially, the term supportive services means services such as transportation, child/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. As mentioned above, Piedmont Community Services offers group counseling and career coaching to regional youth. Similarly, WPWDB utilizes a network of community organizations and agencies to provide services to individuals who may not qualify for those offered under WIOA programming. For instance, STEP Inc. provides housing assistance and homelessness prevention; Pittsylvania Community Action provides housing and transportation assistance, job readiness workshops, and support group meetings. In addition, co-enrollments can be considered to leverage resources when appropriate.

3.7 Describe the plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services. [WIOA Sec. 108(b)(12)]

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.

3.8 Describe how the local board will coordinate workforce investment activities in the local area with the provision of adult education and literacy activities, including a description of how the local board will carry out the review of local applications. [WIOA Sec. 108(b)(13)]

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 in 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.

3.9 Describe how the local plan shall:

- Specify the policies and protocols to be followed by all the Region's workforce development entities when engaging the Region's employers
- Address how the Region's workforce entities will involve employers in the formation of new workforce development activities
- Identify what activities will be undertaken to address employers' specific workforce needs

Specify the policies and protocols to be followed by all 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. As mentioned above, the regional Workforce System includes two existing business services teams to serve business across Area 17.

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

- Establishing a no wrong door policy for Business Services and framework for sharing referrals
- 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;
- 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.

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 Quality Assurance Committee and the Marketing and Alternative Sources of Revenue Committee 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 businesses to know the value and benefit of participating with the local workforce system.

In addition, West Piedmont continues to work closely with Chambers of Commerce, regional economic development offices, and other community organizations vested in business and workforce development.

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

The WPWDB has established an Employer Engagement Committee composed of business representatives that serve on the Board to ensure an integrated and seamless approach to serving employer needs and expectations. The Chair of this committee reports on activities and ideas for new strategies to the full Board at a regular interval. WPWDB continues to build sector partnerships that refine 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.

Following is a description of some of the services available to businesses and readily accessible through the Business Services Manager:

- 1. Targeted Recruitment Events and Community-Wide Job Fairs:* Businesses may contact the Business Services Manager to coordinate an employer-specific or industry-specific job fair. This is a more efficient, cost effective way to hire several individuals at one time. The Business Services Team also coordinates with regional partners to hold community-wide job fairs with broader employer representation. In response to COVID, the Business Services Teams have utilized the most recently technology to host these events virtually to ensure that human resource needs are being met.
- 2. On-the-Job Training:* The OJT Activity provides individualized occupational skills training for Dislocated Workers and WIOA-eligible Adults and Older Youth. It also involves the acquisition of specific skills and employment competencies, through exposure in an actual work setting, to the processes, work tasks, tools and methods of a specific job or group of jobs. The business may enter into an agreement with the Program Operators to hire, train, and retain the individual upon successful completion of the training program. Through this program, the business may be reimbursed up to 50% of the new employees' wages to cover the extraordinary costs of training and supervision as well as to compensate for expected lower productivity of the trainee versus a more experienced employee. The WDB is working to increase on-the-job training placements in the coming year.
- 3. Incumbent Worker Training:* This activity is structured to meet training objectives of a business by enhancing the skills of existing employees, resulting in increased employee productivity and potential growth of the business in order to avert potential layoffs.
- 4. Customized Training:* This activity features training conducted with a commitment by a business or sector partnership to employ individuals upon successful completion. Training is specific to the skill needs of the employer or group of employers. Funding is available for specific skills training for new hires. Staff will work with each employer on a case-by-case basis to determine training needs and develop a plan as appropriate.
- 5. Rapid Response:* During economic downturns, if a closing or downsizing is inevitable, the WDB partners with the VEC Rapid Response Coordinator to offer on-site information and assistance for unemployment services, re-employment, retraining opportunities, and job searching assistance for employees. Information on other County, state and federal assistance programs that can provide assistance for the employees can also be provided. Layoff aversion strategies are also available to businesses in distress.
- 6. Work Opportunity Tax Credit:* This is a federal tax credit that provides businesses with a tax credit against their federal tax liability for hiring individuals from target groups of disadvantaged job seekers.
- 7. Labor Market Information:* The WDB through the Business Services Manager is a source for reports and data about employment levels, unemployment rates, wages and earnings, employment projections, jobs training resources and careers. It is available to businesses in various formats.
- 8. Federal Bonding Program:* The bonds issued by the FBP (Federal Bureau of Prisons) serve as a job placement tool by guaranteeing to the business the job honesty of at-risk job seekers. Businesses receive

the bonds free-of-charge as incentive to hire hard-to-place job applicants as wage earners. The FBP bond insurance is designed to reimburse the business for any loss due to employee theft of money or property with no deductible amount to become the employer's liability (i.e., 100% bond insurance coverage). The Business Services Manager coordinates with the appropriate VEC representative to issue FBP bonds.

9. Apprenticeship Training: This is a program of instruction delivered to individuals while working on the job at a beginning level and graduated skill levels with pay until journeyman level is achieved.

3.10 Describe how the direction given by the Governor and the local board 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.

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 annually 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. Thus, the following sequence of services priority will apply:

- 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;
- Second priority will be provided to recipients of public assistance and other low-income individuals in the local area;
- 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;
 - Individuals who are basic skills deficient (English reading, writing, or math skills at or below the eighth grade on a generally accepted standardized test);
 - Individuals who are high school drop-outs;
 - Individuals who are felons;
 - Individuals who are long-term unemployed (unemployed 15 of the last 26 weeks);
 - Individuals who have limited English-Speaking Skills;
 - 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);
 - And individuals who are not self-sufficient, as defined by WPWDB's self-sufficiency policy.

Section 4: Program Design and Evaluation

Please try to answer the questions in Section 4 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

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:

- Trade Act Assistance (TAA);
- Elevate/Supplemental Nutrition Assistance Program (SNAP);
- Training, Assessment, Retention and Employment (TARE) program;
- Community Recovery Program;
- and Re-entry Council programs.

The West Piedmont Workforce Development Board will continue to emphasize and encourage co-enrollment in its programs. West Piedmont Workforce Development Area will engage in a no-wrong door philosophy for access points. 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. Workforce partners utilize a 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 technology-based system orientation for customers, which 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 in which he or she will be enrolled. Funding streams provide appropriate program services. The partner 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 in which he or she may be co-enrolled. 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.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. [WIOA Sec. 108(b)(3)]

Career Pathways is a workforce development strategy used to support workers’ transitions from education into and through the workforce. This strategy has been adopted at the federal, state and local levels in order to increase education, training and learning opportunities for America’s current and emerging workforce. Career pathways are an integrated collection of programs and services intended to develop students’ core academic, technical and employability skills; provide them with continuous education, training; and place them in high-demand, high-opportunity jobs.

A career pathways initiative consists of a partnership among primary and secondary schools, community colleges, workforce and economic development agencies, employers, labor groups and social service providers. Career and Technical Centers in the secondary schools often provide the beginning of the pathway. Community colleges then coordinate remediation (if needed), occupational training, academic and workplace credentialing, and transfer preparation for career pathways initiatives.

Core Program Partners, in collaboration with 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 supports 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 and 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 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 6).

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.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

Core Program Partners will meet at least monthly to review referral listings, enrollments, co-enrollments, and exits. These meetings will provide information to help partners follow through on referrals, to provide opportunities or 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 first enrolled the individual into a program. 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.

4.4 Describe one-stop delivery system in the local area, including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

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 that are nevertheless important in providing 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 Quality Assurance Committee. The Quality Assurance 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.

- B. How the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B)]

Physical Access:

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)
- Stuart (Specialized Center)

In addition, partner agencies will serve as access points throughout the region and will participate on the aforementioned Partner Convening Group. All physical locations are in compliance with ADA regulations.

Remote Access:

The West Piedmont WDB actively uses several programs that enable it to expand its impact beyond the walls of the Workforce Centers. 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 that promotes local employment opportunities.

The Coronavirus pandemic has placed a heightened importance on the board's ability to provide remote services. WPWDB has made the following accommodations: clients have the ability to book virtual appointments; and grant programs, such as the Guided Career Exploration Program, have developed digital tools to provide services.

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| <p>C. How entities within the one-stop delivery system, 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. [WIOA Sec. 108(b)(6)(C)]</p> |
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The WPWDB 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. This requires that 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 are posted in all partner facilities and will be reviewed with each program participant and documented in each client file. 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. Equal Employment Opportunity language are also placed on all new and reprinted outreach and recruitment documents. All outreach materials developed by the West Piedmont WDB contain the appropriate

EO language and disclaimers, identifying the availability of alternative aides and services. Notices are posted in both English and Spanish.

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.

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 that specialize in serving this population.

The West Piedmont Workforce Development Board is also committed to ensuring that its website is accessible to individuals with disabilities. WPWDB has a contracted provider (Momenta) that ensures and monitors the accessibility of the Board's website. The West Piedmont Workforce Development Board has an ongoing relationship with DARS to provide training and assistance to West Piedmont Works partner staff regarding serving individuals with disabilities.

D. Describe the roles and resource contributions of the one-stop partners. [WIOA Sec. 108(b)(6)(D)]

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

Partner Roles

The follow partners present at the region's One-Stops share the following responsibilities:

1. *Virginia Employment Commission*: 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 assists 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

2. 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 helps 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.

3. 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.

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

5. 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 approved training 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 Fast Forward and TARE programs at the Workforce Centers.

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

Partner Resource Contributions

The Memorandum of Understanding (MOU) 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.

The West Piedmont workforce development board follows WIOA guidelines for One-Stop MOU and infrastructure agreements (IFA). The IFA is based on the squared footage occupied by the providing partner at the one stop. Partners are invoiced for expenses incurred. Common area calculations are charged according to the percent of direct space costs paid by each partner.

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

West Piedmont Workforce Development Area continues to work with the State of Virginia to provide an integrated intake and case management information system that supports core program partner activities. WPWDB holds monthly meetings with center managers and center partners to ensure that referrals and other necessary information are being shared at a regular interval to support a culture of continuous service improvement. To satisfy WIOA requirements, WPWDB utilizes the Virginia Workforce Connection system (VaWC) to house all information regarding client, services provided, and other case-management information.

F. Describe the services provided by each partner mandated by federal and state law, and other optional partners.

The following table details mandatory services offered at the region’s One-Stops and their corresponding provider partners.

Services Provided at One-Stop Center	Providing Partner
Title I – WIOA Adult, Dislocated Worker and Youth Services	West Piedmont Workforce Development Board
Title II – Adult Basic Education Service: Carl D. Perkins Career and Technical Education programs at postsecondary level	DOE – West Piedmont Regional Adult and Career Education, Patrick Henry Community College, Danville Community College
Title III – Wagner-Peyser Employment Service; Unemployment Insurance; Veterans Services; Trade Adjustment Assistance	WPWDB, VEC
Services for the Aging and Disabled	Department of Aging and Rehabilitation, Southern Area Agency on Aging
The Senior Community Service Employment Program (SCSEP)	Goodwill of the Valleys
Community Services Block Grant (CSBG) employment and training activities	Pittsylvania County Community Action, Community Recovery Program
Department of Housing and Urban Development (HUD) employment and training activities	Pittsylvania County Community Action, Community Recovery Program, STEP Inc
Second Chance Act Programs	STEP Inc, Community Recovery Program
Temporary Assistance for Needy Families (TANF); SNAP; Medicaid Expansion	Henry-Martinsville Department of Social Services, Danville Division of Social Services, Pittsylvania County Department of Social Services
Job Corps	American Job Corps

G. Identify the Virginia Workforce Center Operator for each site in the local area.

Ross Innovative Employment Solutions is the contracted operator for each One-Stop Center in Workforce Area 17.

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

The following table provides the location for each of the One-Stop Centers in Workforce Area 17:

Center Type	Name	Street Address	Operator
Comprehensive One-Stop	Martinsville-Henry County One-Stop	233 West Commonwealth Blvd. Martinsville, VA	Ross Innovative Employment Solutions
Comprehensive One-Stop	Danville One-Stop	211 Nor Dan Drive, Suite 1055, Danville, VA	Ross Innovative Employment Solutions

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

There is one specialized center in Area 17: Virginia Career Works Patrick County. This Center is located at the following address: 103 West Blue Ridge Street, Stuart, Virginia 24171. Ross Innovate Employment Solutions is the contracted operator for this Center.

4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

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

4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19)]

The West Piedmont Workforce Development Board uses the Eligible Provider List to issue training contracts for ITA; providers and programs are approved through the Quality Assurance Committee and ratified by the Board. On-the-job (OJT) training contracts are handled by the Business Services Team. Work experiences and incumbent worker trainings are managed by the contracted provider (Ross), which approves and manages trainer contracts and agreements.

4.7 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

All case management staff are trained in career pathways. Additionally, the West Piedmont Workforce Development Board will facilitate the engagement of businesses, especially those in in-demand industry sectors and occupations, through the development and deployment of sector strategies.

The WPWDB has engaged the Virginia Tech Office of Economic Development to provide timely updates of LMI data, which has been used to create an in-demand occupation list (Attachment 6). This data is also used to ensure that available training is concurrent with current industry trends and adaptive to expected change.

The Business Services team will also continue to engage businesses in in-demand industry sectors as well as relevant community and economic development, workforce, and education partners to ensure that industry needs are being met. Workforce development partners will continue to collaborate to ensure that resources are leveraged to the maximum extent to better support regional businesses and address workforce needs.

4.8 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]

According to the US Department of Labor, Rapid Response must include four tiers of service:

1. Informational and reemployment services for workers;
2. Assistance for businesses in growth or decline;
3. Facilitating connections with partners;
4. Strategic planning, data gathering and analysis.

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.

Section 5: Compliance

Please try to answer the questions in Section 5 in approximately twelve (12) pages. You will not be penalized for going over the page limit. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe how the local board 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 Quality Assurance Committee, who will identify if additional measures need to be imposed to ensure programmatic integrity.

5.2 Describe how the local board conducts business in accordance with the Sunshine Provisions of WIOA staffing plans for the local board.

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:

- 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.
- 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.
- 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. Ensure that votes of Board members be publicly cast and, in the case of roll call votes, recorded.
- 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.

5.3 Describe the methods and strategies used to ensure timely expenditure of WIOA funds.

As highlighted in the Board's financial policies and procedures the following drawdown procedures are adhered to:

- Contractors at the very minimum must submit requests for reimbursement once a month (preferable by the fifteenth of each month).
- 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.
- 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; and that no staples are used to increase processing speed.
- Once reviewed, reimbursements are sent to the fiscal agent to process. 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.

5.4 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

Competitive process and criteria used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services

The WPWDB follows its Public Procurement Policy and Procedures, which states that it must follow Pittsylvania County's public procurement procedures for all acquisitions of products and services, including "fee for services," and adheres to the expertise of its centralized purchasing operation.

A Request for Proposal (RFP) for Adult, Dislocated Worker and Youth programs, as well as and RFP for Operators is issued after approval by the WDB. A criteria is established based on the services requested in the RFP. The Selection Committee reviews submitted proposals and identifies which providers are recommended to receive contracts for WIOA services. This process is observed by a third-party entity to ensure fairness and policy compliance.

Current Contracted Organizations:

Ross Innovative Employment Solutions is the contracted service provider for Adult, Dislocated Worker, and Youth Title I services. Ross is also the One-Stop operator for each comprehensive and affiliate One-Stop Center in Area 17. This contract commenced on July 1st, 2017. The duration of the contract is three years and will terminate on June 30th 2021. Ross' proposal to extend its operator status was conditionally approved on May 25, 2021.

5.5 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

Pittsylvania County was designated by the Chief Elected Officials to serve as the Fiscal Agent for the West Piedmont Workforce Development Board.

5.6 Describe the strategy used by the local board 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. The Harvest Foundation awarded WPWDB nearly \$1.1 million to provide intensive job training to local youth and provide for paid work experience. Additionally, the Department of Social Services (DSS) awarded WPWDB a Temporary Assistance for Needy Families (TANF) grant, which provides TANF recipients with job readiness training and job placement, as well as access to childcare and transportation. Finally, the Virginia Employment Commission (VEC) awarded WPWDB a Wagner-Peyser Grant that has been used to hire additional staff at One-Stop Centers to better provide employment services.

5.7 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

The West Piedmont Workforce Development Board has been meeting or exceeding its negotiated performance goals for several years. The following table compares the region’s performance levels with the State PY2021 negotiated levels.

Performance Measure	Workforce Area 17			Virginia		
	Adult	Dislocated Worker	Youth	Adult	Dislocated Worker	Youth
Employment Rate 2nd Quarter after Exit	79%	85%	74.5%	84.4%	86.4%	81.1%
Median Earnings 2nd Quarter after Exit	\$6,000	\$8,700	\$3,500	\$6,382	\$8,700	\$3,850
Measurable Skill Gains	58%	57%	44%	58.9%	68.4%	67.9%
Employment Rate 4th Quarter after Exit	85%	90%	62.80%	85%	90%	62.8%
Credential Attainment Rate	74%	70%	70%	74%	70%	70%

5.8 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

Fiscal Agent Performance

Pittsylvania County was selected by the Chief Local Elected Officials (CLEOs) to serve as the fiscal agent for WPWDB. The Board monitors fiscal agent performance through financial reports provided by the WPWDB CEO and the Board’s third-party accountant, Mallard & Mallard, CPAs. A finance meeting is held every month to review the Board’s financial activity. In the event of an issue regarding the fiscal agent, it will be the responsibility of the Board’s CEO to reconcile said issue or take other corrective action.

Service Provider Performance

Service provider performance is tracked through the VWC data system with staff inputting services and notes regarding service delivery. WDB staff provides a Quarterly VWC system review with each case manager and reviews all active records to identify areas that need attention and or data clean up. Reports and training are provided to identify and correct errors.

One-Stop Performance

WPWDB oversees performance of the One-Stop Center system as a whole, includes continuous improvement and customer satisfaction, as well as Adult, DW and Youth services. In the event there are issues with the service delivery of performance outcomes of a Center, a corrective action plan will be developed detailing steps to be taken to remedy any problem area identified. One-Stop customer satisfaction is measured through customer evaluation surveys.

5.9 Provide a description of any replicated cooperative agreements with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

The West Piedmont Workforce Development Board partners with DARS for staff cross-training and service training as well as ADA compliance at One-Stop Centers.

5.10 Describe the actions the local board will take towards becoming or remaining a high-performing board, consistent with the factors developed by the State Board (available here:)

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 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 a Quality Assurance Committee to provide support related to monitoring and technical assistance.

5.11 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. [WIOA Sec. 108(d)]

The West Piedmont Workforce Development Board conducted much of the planning process virtually, due to the Coronavirus Pandemic. Two surveys and two focus group sessions were conducted to inform the SWOT Analysis. WPWDB engaged the Virginia Tech Office of Economic Development (VTOED) on the creation and deployment of a SWOT survey, which was made available to all workforce partners and the general public. Next, VTOED held two focus group sessions; one with Board members, staff, and various workforce partners and another with core WPWDB operations staff. These sessions validated and contextualized survey findings and help to confirm the Board's mission and vision and craft new strategies and goals. Finally, the draft plan was posted on the WPWDB website for public comment on February 24th, 2021 with a dedicated email for comments

to be submitted. The plan remains posted on the website and no comments have been received to date. Considering the iterative nature of these plans, WPWDB will repost an updated version of the plan reflective of feedback received from the State's WIOA team to ensure that members of the public have every opportunity to provide comment on this document. VTEOD also provided the data and accompanying narrative for the plan, along with some information from the ALICE report provided by the United Way of New Jersey.

5.12 Describe professional staff development strategies, including:

- Process used to ensure staff receive continuous training in workforce development practices
- Methods to ensure effective use of the Virginia Workforce Connection system of record and to adhere to timely data entry requirements for WIOA services
- Process to measure staff performance and delivery of high-quality customer service
- Process to meet and maintain staff certification and Virginia Workforce Center certification as required by Virginia Workforce Council Policy 300-06

Process used to ensure 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 through an online customer satisfaction survey 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 location 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 One-Stop Centers participate in all staff meetings on a monthly or bi-monthly basis to learn more about each other's services and bring in community resources to broaden the opportunities to make referrals for customers who have needs in addition to workforce services. 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, which provides training opportunities aimed at service improvement.

Methods to ensure effective use of the Virginia Workforce Connection System of record and 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 follows Pittsylvania County's human resource policies as they relate to measuring, monitoring, and evaluating staff performance as well as corrective action for staff that do not meet these standards. The West Piedmont Workforce Development Board coordinates customer service workshops at One-Stop Centers so that all center staff is customer-centric at all times and monitors customer satisfaction with surveys. The survey collection and analysis process is outlined in the section above. Business Services Teams 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 300-06

Staff Certification

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 certifications. 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.

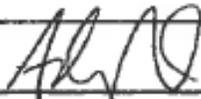
Virginia Workforce Center Certification

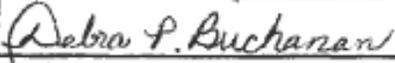
Area 17's comprehensive One-Stop Centers are fully certified; both the Martinsville-Henry County Comprehensive One-Stop and Danville-Pittsylvania County Comprehensive One-Stop have met the validation requirements for certification. The Affiliate One-Stop Center in Patrick County has a probationary certification status at the time of this plan update. The West Piedmont Workforce Development Board oversees the center certification process. The management teams at each comprehensive center meet regularly to self-assess and position the centers for continued certification. Reports are given to the Quality Assurance Committee to document progress.

Statement of Compliance, Plan Signatures, & Fiscal Agent Designation

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

Local Area Name / #	West Piedmont Workforce Development Board/Area 17
Local Plan Point of Contact:	Tyler Freeland
Address:	300 Franklin Street, Suite 241 Martinsville, VA 24112
Phone/e-mail:	(276)656-6190 tyler@vcwwestpiedmont.org

	
Adam Wright WPWDB Board Chair	Date 2-24-21

	
Debra Buchanan Chief Local Elected Official	Date 2-25-21

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

Entity: Contact: Pittsylvania County

Address: 1 Center Street Chatham, VA 24531

Phone/Email: (434)432-7700 klm.vanderhyde@pittgov.org

Local Plan Required Attachments

Please provide the links to the documents listed below in the boxes marked “Click here to enter text.” If such links are not available, please include copies of the documents with your submission.

1. Current Chief Elected Official (CEO) Consortium Agreement:
2. Current CEO-Local WBD Agreement:
3. Current Local WBD organizational chart
 - a. Identify board oversight and program administration
4. Copies of executed cooperative agreements between the Local WBD or other local entities and the local office of the Virginia agency/unit administering programs carried out under title I of the Rehabilitation Act of 1973 with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination
 - a. Cooperative agreements as defined in WIOA section 107(d)(11)
 - b. Other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B))
5. Local WDB Policies: provide the link to all policies on the Local WDB website
 - a. <https://www.vcwestpiedmont.com/partners/board-documents-policies>.
6. In-Demand Occupation List

WEST PIEDMONT WORKFORCE INNOVATION AND OPPORTUNITY ACT CONSORTIUM AGREEMENT

This agreement is executed by the duly authorized elected officials from the Cities of Danville and Martinsville and the Counties of Henry, Patrick, and Pittsylvania (the "Member Jurisdictions") and shall be effective on the latter of July 1, 2019 , or on the day that the last Member Jurisdiction enters into this agreement.

WHEREAS, the Workforce Innovation and Opportunity Act of 2014 (Public Law 113-128), hereinafter the " Act"), provides federal funding to states for the delivery of workforce training and other services; and

WHEREAS, the Act requires the Governor of the Commonwealth of Virginia to designate local workforce development areas for the delivery of such services within the state; and

WHEREAS, the Act requires that the Governor approve a local workforce development area designation request from local areas that existed as such under the Workforce Investment Act of 1998 when the member jurisdictions have each made known their desire for such designation; and

WHEREAS, the Act requires that the Governor consider and approve requests for Workforce Innovation and Opportunity Act funds made by a combination of local government units; and

WHEREAS, the Member Jurisdictions wish to jointly perform the responsibilities prescribed under the Act; and

WHEREAS, Va. Code §15.2-1300 provides that local governments may enter into agreements for the joint or cooperative exercise of any power, privilege or authority which each is capable of exercising individually; and

WHEREAS, the Member Jurisdictions desire to form a joint entity under Va. Code §15.2-1300 to be designated as the West Piedmont Workforce Development Area Consortium (the "Consortium") and to be recognized as Virginia's Area XVII Local Workforce Development Area; and

WHEREAS, each Member Jurisdiction by ordinance approved the establishment of the Consortium as a joint entity empowered to exercise the responsibilities of the Chief Local Elected Officials as set forth in this Agreement; and

WHEREAS, creation of the Consortium will permit the delivery and oversight of workforce services in a manner that will ensure accountability to local elected officials of the Member Jurisdictions.

NOW, THEREFORE, the parties do mutually covenant and agree as follows:

Article I - Entity

Section 1. **Formation of Consortium.** The Member Jurisdictions acting pursuant to authority granted to them under Va. Code §15.2-1300 hereby create the West Piedmont Workforce Development Area Consortium as an entity to exercise the powers set forth in this Agreement.

Section 2. **Consortium Membership.** The Member Jurisdictions of the Consortium shall be the Cities of Danville and Martinsville and the Counties of Henry, Patrick, and Pittsylvania.

Section 3. **Consortium as Workforce Development Area.** Subject to the approval of the Governor of Virginia, the five Member Jurisdictions shall also comprise the boundaries of Virginia's Area XVII Local the Workforce Development Area (the "Area") required by the Act pursuant to 29 U.S.C. § 2831(a)(1).

Article II - Consortium Board Membership

Section 1. **Consortium Board Membership.** The Member Jurisdictions shall establish a Consortium Board comprised of one Representative from each Member Jurisdiction (the "Representative"). The Consortium Board shall have in addition to the powers set forth herein all the powers, duties, and responsibilities of the Chief Local Elected Official as set forth in the Act.

Section 2. **Representative of Member Jurisdictions and Term.** The Representative to the Consortium Board shall be a member of the governing body of the Member Jurisdiction. A Member Jurisdiction may appoint the chief administrative officer to serve as an Alternate for the member of the governing body. Such Alternate shall only serve when the member of the governing body cannot attend a meeting. When the Alternate so serves, the Alternate shall have the same powers and responsibilities as those possessed by the member of the governing body including the right to vote on all matters and shall be counted when determining a quorum. No person shall serve as a Representative if such person is no longer a member of the governing body or its chief administrative officer. Each Member Jurisdiction shall determine the length of term for its Representative and be responsible for filling the vacancy of its Representative who is no longer qualified to serve.

Section 3. **Policy Making Authority.** Every Consortium Board Member shall have the authority to speak affirmatively for the Member Jurisdiction and, in conformity with this Agreement, to commit the Consortium to a course of action.

Section 4. **Removal of Representative.** Under the bylaws and governing rules of the Member Jurisdiction, the Member Jurisdiction may remove its Representative from office.

Article III - Consortium Powers (Chief Local Elected Official)

Section 1. **Powers under the Act.** The Consortium Board shall engage in all activities necessary and proper for the execution of its responsibilities that are assigned or reserved by law to the Chief Local Elected Official, including:

A. Collectively perform the functions of the chief local elected officials of the Member Jurisdictions as permitted in the Act.. For purposes of the Act, the Member Jurisdictions shall act through the Consortium Board.

B. Apply to the Governor of Virginia for Area designation.

C. Appoint the members of the Local Workforce Development Area Board as provided in Article VI of this Agreement.

D. Execute an agreement with the Local Workforce Development Area Board for the operation and functions of the Local Workforce Development Area Board set out in the Act. .

E. Continually establish the vision and priorities of the Consortium in conjunction with the Local Workforce Development Area Board.

F. Develop the region's strategic plan as the Local Plan under the Act in partnership with the Local Workforce Development Area Board. The plan shall be submitted to the Virginia Board of Workforce Development (hereinafter, the "Workforce Board") in the manner prescribed by the Workforce Board.

G. Provide input into and approve the budget of the Local Workforce Development Area Board and provide continuing fiscal oversight of all funds received and expended.

H. Work with the Local Workforce Development Area Board and Governor of Virginia to establish local performance measures.

I. Approve the Local Workforce Development Board's selection and designation of one-stop operator(s), its evaluation of the performance of one-stop operator(s), and its termination of their eligibility for cause as provided in the Act. .

J. From among the Member Jurisdictions, identify annually the local government to serve as Grant Recipient of all funds received under the Workforce Innovation and Opportunity Act.

Section 2. **General Powers.** The Consortium Board shall engage in all things necessary or convenient to carry out the business and affairs of the entity, including, without limitation, the authority to:

A. To sue, be sued, complain and defend in its name.

- B. To adopt and amend bylaws, not inconsistent with their agreement or with the laws of the Commonwealth, for managing the business and regulating the affairs of the Consortium.
- C. To purchase, receive, lease, or otherwise acquire, and own, hold, improve, use and otherwise deal with in its own name, real or personal property, or any legal or equitable interest in property, wherever located.
- D. To sell, convey, mortgage, pledge, lease, exchange, and otherwise dispose of all or any part of its property.
- E. To make contracts,, borrow, and secure any of its obligations by mortgage or pledge of any of its property, franchises, or income; provided that no such liability or obligation to be paid beyond the current fiscal year shall be binding on any Member Jurisdiction without the specific approval of such Member Jurisdiction's governing body, and any such contract, liability or obligation undertaken that contemplates payment from funds received from any Member Jurisdiction(s) shall contain language expressly making it subject to annual appropriation of the required amount by each affected governing body.
- F. To elect officers and define their duties.
- G. To hire, discharge, establish the terms and conditions of employment, and pay salaries and benefits to employees who provide staffing services to the Consortium Board, the Local Workforce Development Area Board, and Youth Committee. Such benefits may include retirement and deferred compensation plans, health and life insurance, and other leave and pay benefits as the Consortium Board determines are consistent with the practices within the Member Jurisdictions. The Executive Director shall report directly to the Consortium Board.
- H. To pay compensation, or to pay additional compensation, to any or all employees on account of services previously rendered to the Consortium, whether or not an agreement to pay such compensation was made before such services were rendered.
- I. To obtain indemnity insurance for the Consortium, its Board, the Local Workforce Development Area Board, and the Youth Committee and any of its officers or employees for any cause of action or claim asserted against them for acts engaged in their official capacity.
- J. To employ legal counsel, accountants, and other advisors as the Consortium Board deems necessary as may be permitted under the Act.
- K. To have and exercise all powers necessary or convenient to affect any or all of the purposes for which the corporation is organized.

Section 3. **Consortium Board's Oversight and Control.** The Consortium Board shall perform the following functions:

- A. Oversee the local workforce development services in the Consortium Area.
- B. Oversee the youth and other programs and fund sources which may from time to time fall under the purview of the Local Workforce Development Area Board.
- C. Consult on appointments to the Local Workforce Development Area Board's Youth Committee.
- D. Assist in the development of the Local Plan and Plan modification, review and approval for the Act's programs and other programs for which the Local Workforce Development Area Board is given responsibility.
- E. Adopt a budget for the Workforce Development Area including the operating budget developed by the Local Workforce Development Area Board.
- F. To the extent feasible, align all activities in workforce development in the Area under the policy umbrella of the Consortium Board.
- G. When applicable, ensure that the workforce development policies of the Local Workforce Development Area Board become integrated into county overall policies for economic development , education and workforce investment.
- H. Any and all powers necessary and proper to carry out the Consortium ' s oversight and financial control of the Act's funds and programs.

Article IV - Governance

Section 1. **Consortium Board Meetings and Officers.** The Consortium Board shall meet as determined by its members. The Consortium Board shall elect from its membership a chairperson. The Consortium Board shall fill any vacancies in officer positions by election for the remainder of the unexpired term. Election shall be by a majority of the members of the Consortium Board.

Section 2. **Consortium Board By-Laws.** The Consortium Board may adopt operational and procedural bylaws consistent with this Agreement, applicable federal and state laws, and rules and regulations pursuant thereto. Such bylaws shall be adopted or amended by a majority of the members of the Consortium Board.

Section 3. **Procedural Rules.** Roberts Rules of Order (revised) or other procedural rules shall govern the proceedings of the Consortium Board insofar as they do not conflict with applicable law or the bylaws duly adopted by the Consortium Board.

Section 4. **Quorum.** A simple majority of the Representatives of the Member Jurisdictions (three jurisdictions out of five) shall constitute a quorum.

Section 5. **Voting.** Except as provided below or required by state or federal law, all votes shall be approved by a simple majority vote. An affirmative vote of at least six (3) Representatives is required to approve the following actions:

A. Issuance of long-term debt obligations (i.e., obligations with maturities exceeding one (1) year, such as lease purchase and borrowings).

B. Sale, conveyance, mortgage, pledge, lease, exchanges and otherwise disposing of all or any part of its real property.

C. Grants or other contractual obligations which require local matching funding from the Member Jurisdictions subject to the appropriation of matching funds by each Member Jurisdiction.

D. Hiring and discharging the Executive Director.

E. Designation of a Fiscal Agent.

Section 6. **Minutes.** Written minutes shall be kept on all meetings. Such minutes shall state the substance of the matters considered and all votes taken.

Article V - Operational Provisions

Section 1. **Allocation of Funds.**

A. Funds allocated under the Act shall be expended for the mutual benefit of the residents of the Member Jurisdictions without regard to place of residence or as required by applicable law, regulation or in the approved Local Plan.

B. The chief administrative officers or their designees may execute an Operational Agreement to specify the use of general funds that each Member Jurisdiction may provide for services and administration under the Act.

Section 2. **Designation of Fiscal Agent.** The Consortium Board shall select a local government to be the fiscal agent for all funds awarded by the federal government, the Commonwealth of Virginia, the local jurisdictions, or other funding sources for workforce development activities, including Title I funds provided by the Act. The Grant Recipient and the Fiscal Agent can be the same member jurisdiction.

Section 3. **Responsibility for Funds.** The Member Jurisdictions collectively and individually shall be financially responsible for the expenditure of funds.

Section 4. **Allocation of Financial Responsibility.** Disallowed costs shall be allocated to the Member Jurisdiction(s) on a percentage of population share for the services provided in their jurisdiction(s) in the prior fiscal year under the program(s) for which such costs were disallowed.

Section 5. **Return of Local Funds.** If Member Jurisdictions contribute funds, assets or resources to the programs of the Consortium other than funds obtained under the Act, each shall be entitled to the return of the pro rata portion of any remaining funds, assets and resources under the control of the Consortium Board in the event of the termination or expiration of this Agreement.

Section 6. **Liability Insurance.**

A. The Consortium Board shall provide from eligible funds liability insurance policies for itself and its affiliate entities, the Local Workforce Development Area Board and the Youth Committee and their representatives and their officers, members, employees, volunteers, and Member Jurisdictions ("the covered persons") as it deems appropriate and shall provide legal defense of claims in accordance with the terms of the policies of insurance.

B. The liability insurance should be in such amounts as are sufficient to cover any and all claims resulting from the performance of the official duties and responsibilities of the covered person. The Consortium Board, or its authorized representatives, shall retain legal counsel to represent the covered persons to the extent deemed necessary to supplement legal counsel provided under said liability insurance policies.

C. Nothing contained in this Agreement shall be construed to abrogate or waive any defense of governmental or sovereign immunity on behalf of the Representatives, Alternates, covered persons, boards or entities.

Article VI - Local Workforce Development Area Board

Section 1. **Membership.**

A. The Consortium Board shall appoint the members of the Local Workforce Development Area Board in accordance with the criteria in the Act. . The Consortium Board shall make every effort to appoint creative and visionary individuals to the Local Workforce Development Area Board. Each Member Jurisdiction shall recommend to the Consortium Board nominees for the Local Workforce Development Area Board. The Consortium Board shall coordinate and consult with the Member Jurisdictions when necessary to ensure appropriate representation of the Member Jurisdictions, the regional labor market, the adult education providers, economic development leaders and the mandatory partner programs prescribed by the Act.

B. In making appointments, the Consortium Board shall ensure that resources and programs, although regional in nature, will address the critical workforce needs, present and future, of each Member Jurisdiction.

Section 2. **Membership Composition**

A. The membership of the Local Workforce Development Area Board shall be determined as follows :

1. There shall be two representatives from each Member Jurisdiction who are owners of a private business or chief executive officers of private businesses, or other business executives or employers with optimum policymaking or hiring authority; who represent businesses, including small businesses, or organizations representing businesses described here that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and employment in in-demand industry sectors or occupations in the local area; and who are appointed from among individuals nominated by local business organizations and business trade associations. Business representatives shall at all times comprise at least 51% of the Local Workforce Development Area Board's membership. The business representatives must represent a broad range of in-demand occupations available in the local labor market.

2. There shall be one representative from a local community college providing WIOA training services.

3. Not less than 20% of the members of the local Board must be made up of representatives of labor organizations. This includes representatives who have been nominated by local labor federations and representatives from apprenticeship programs. Community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including veterans, persons with disabilities, and "out of school" youth can be included in the 20% with a minimum of at least two labor organization representatives.

4. There shall be at least one representative from the Virginia Employment Commission who administers WIOA Title III activities for the local area.

5. There shall be at least one representative from a local economic and community development entity.

6. There shall be at least one representative of an eligible provider administering WIOA Title II Adult Education and Literacy activities locally.

7. There shall be at least one representative from a secondary public school's Career and Technical Education program.

8. There shall be at least one representative from the Department for Aging and Rehabilitative Services who administers WIOA Title IV activities for the local area.

9. There may be other individuals or representatives of entities as the Consortium Board may determine to be appropriate to develop a comprehensive workforce policy within the region.

B. The Chair of the Local Workforce Development Area Board shall be from among the representatives appointed under Subsection A(1) above.

C. The Executive Director shall notify the Consortium Board at the beginning of each fiscal year of the members serving on the Local Workforce Development Board.

Section 3. **Duties under the Act.** The Local Workforce Development Area Board shall do the following:

A. Enter into an agreement with the Consortium Board clearly detailing the partnership between the two entities for the governance and oversight of activities under the Act..

B. Establish the vision and priorities of the Local Workforce Development Area in conjunction with the Consortium Board.

C. Develop the Local Plan for the Local Workforce Development Area in partnership with the Consortium Board for submission to the Virginia Board of Workforce Development..

D. Develop a budget to meet its functions and responsibilities under the Act to present to the Consortium Board for its approval.

E. Work with the Consortium Board and Governor of Virginia to reach agreement on local performance measures.

F. Designate and certify one-stop operators as described in the Act with the agreement of the Consortium Board.

G. Evaluate and oversee the performance and operations of the one-stop operators, including termination of the eligibility of such operators for cause, with the agreement of the Consortium Board.

H. On the recommendations of the Local Youth Committee, competitively procure the services of youth service providers and recommend the awarding of contract(s) to the successful providers.

I. Direct the disbursement of funds for workforce development activities pursuant to the Act. .

J. As requested, assist the Governor of Virginia in developing a statewide employment statistics system.

K. Coordinate workforce activities authorized under the Act with local economic development strategies and develop employer linkages.

L. Promote participation of private sector employers in the statewide workforce system.

M. Conduct business in an open manner and make its activities and information known to the public on a regular and continuous basis.

Section 4. **Collaboration.** In partnership with the Consortium Board, the Local Workforce Development Area Board shall perform the following functions to fulfill the requirements of the Act:

- A. Develop a four (4) year strategic plan that connects all activities in workforce development.
- B. Conduct strategic oversight to the workforce delivery system.
- C. Oversee the One Stop Delivery System.
- D. Develop and enter into a Memorandum of Understanding (MOU) with workforce development system partners for the implementation and operation of the service delivery system in the local area.
- E. Certify one-stop operators and affiliate sites.
- F. Promote quality in customer services.
- G. Provide continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes.
- H. "In partnership" is defined as keeping the Consortium Board informed of how these responsibilities are exercised.

Article VIII - Conflict of Interest

Section 1. **Certain Votes Prohibited.** No individual member of the Consortium Board, the Local Workforce Development Area Board or the Youth Committee may:

- A. Vote on a matter under consideration by the respective Board
 1. Regarding the provision of services by such member (or by an entity that such member represents); or
 2. That would provide direct financial benefit to such member or the immediate family of such member.
- B. Engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

Section 2. **Virginia Conflict of Interest Act.** The provisions of the Virginia Conflict of Interest Act, Virginia Code § 2.2-3100 *et seq.* shall apply to the officers, members and employees of the Consortium, the Local Workforce Development Area Board and the Youth Committee.

Article IX - Withdrawal and Removal of Member Jurisdiction

Section 1. Without Long Term Indebtedness.

A. Subject to the limits in this Section 1 any Member Jurisdiction may withdraw from participation in this Agreement, provided that it has given notice of its intent to withdraw at least 120 days in advance of the effective withdrawal date. Notice of the intent to withdraw shall be given in writing and delivered to all Member Jurisdictions.

B. Once notice of the notice of withdrawal is received, each Member Jurisdiction shall provide the public with notice that the Joint Powers Agreement will be amended to reflect the removal of the Member Jurisdiction from the Joint Powers Agreement. The vote of each Member Jurisdiction may be done by resolution recorded in the Minutes of the governing body.

C. Prior to any vote on the withdrawal of a Member Jurisdiction, the Member Jurisdiction so withdrawing must provide by written agreement how its share of the financial obligations (including the annual appropriation of funds) of the Consortium for the current fiscal year will be met; such agreement shall be signed by the Chair of the Consortium and the County Administrator or Board Chair of the withdrawing jurisdiction.

D. An affirmative vote of the majority of the Member Jurisdictions is required.

Section 2. Long Term Indebtedness. If the Consortium has incurred any outstanding indebtedness that obligates the Member Jurisdictions to payments beyond the present fiscal year, in addition to the steps in Section 1 of this Article, the following steps must be taken before a Member Jurisdiction can withdraw:

A. A written agreement must be entered into to which each Member Jurisdiction is a party setting forth how the withdrawing Member Jurisdiction's share of all existing short and long term financial obligations will be met.

B. An affirmative vote of sixty percent (60%) of the Member Jurisdictions is required for the withdrawal of the Member Jurisdiction.

C. If there are any bonds that have been issued in the name of the Consortium, the consent of the bondholders shall be obtained.

Article X - Dissolution

Section 1. Dissolution of Consortium. This Agreement may be terminated and the Consortium dissolved upon the occurrence of any of the following events:

A. The Governor's re-designation of the Area that excludes any of the Member Jurisdictions, or includes any localities that are not Member Jurisdictions.

B. The cessation of funding under the Act and approval by ordinance of each Member Jurisdiction for the dissolution of the Consortium.

C. Approval by ordinance of each Member Jurisdiction of a Consortium Agreement which supersedes or rescinds this Agreement. If the new agreement alters the boundaries of the Area, it shall not become effective prior to approval by the Governor of Virginia.

Article XI - Miscellaneous

Section 1. **Effective Date of Agreement.** This agreement shall be effective upon approval by ordinance by the governing bodies of all of the Member Jurisdictions and execution by the chief elected officials thereof.

Section 2. **Amendments.** The Member Jurisdictions may amend this Agreement by ordinance upon approval of a written amendment by the governing body of each Member Jurisdiction and execution by the chief elected officials thereof.

Section 3. **Repeal of Prior Agreements.** This agreement shall repeal and supersede any and all prior written or oral agreements including, but not limited to, the Charter Chief Local Elected Officials-Workforce Investment Board Agreement dated, and agreements under P.L. 102-367 (the Job Training Partnership Act) and P. L. 105-220 (the Workforce Investment Act). On the effective date of this Agreement, all the duties and responsibilities of any Board or Council operating under such prior agreements shall immediately and simultaneously cease operating and the responsibilities under the Act shall vest in the Consortium Board created in this Agreement.

Section 4. **Implementation of Agreement.** This Agreement shall be implemented to ensure that the Consortium Board, Local Workforce Development Area Board and Local Youth Committee are in place and the designation of one-stop operators is complete as soon as possible but no later than two months following the effective date.

Section 5. **Severability.** Should any part of this Agreement be invalidated or otherwise rendered null and void, the remainder of this Agreement shall remain in full force and effect.

Section 6. **Amendments by Operation of Law.** References to all federal and state statutes and/or regulations shall include amendments thereto.

Section 7. **Duplicate Originals.** This Agreement may be entered into by each Member Jurisdiction as an original document. The signature on each Agreement shall bind the Member Organization.

(THE REMAINDER OF THIS PAGE IS BLANK)

IN WITNESS WHEREOF, the Chief Elected Officials of the Member Jurisdictions execute this Agreement pursuant to an ordinance enacted by each of the Member Jurisdictions.

CITY OF DANVILLE

Mayor, City Council
Printed Name: Alonzo Jones
Date: _____

Need:
Danville Mayor
Signature

Attempts: 10/10/19
11/14/19
1/14/20

CITY OF MARTINSVILLE

Kathy C. Lawson

Mayor, City Council
Printed Name: Kathy Lawson
Date: 10-10-2019

HENRY COUNTY

Jim Adams

Chair, Board of Supervisors
Printed Name: Jim Adams
Date: 10-10-2019

PATRICK COUNTY

Rickie Fulcher

Chair, Board of Supervisors
Printed Name: Rickie Fulcher
Date: 10-16-19

PITTSYLVANIA COUNTY

Joe Davis

Chair, Board of Supervisors
Printed Name: Joe Davis
Date: 10-10-19

CHIEF LOCAL ELECTED OFFICIAL AGREEMENT

With West Piedmont Workforce Development Board

Areal 7

Revised September 19, 2019

THIS AGREEMENT is made and entered into by and between the Consortium of Chief Local Elected Officials (hereinafter referred to as the "Consortium") and the Local

Workforce Development Board (hereinafter referred to as the LWDB") of the West Piedmont Workforce Development Area.

WITNESSETH

WHEREAS, for the purposes of this agreement, the Consortium is the legal representative of the Chief Local Elected Official for each member jurisdiction designated under Section 3(9) of the Workforce Innovation and Opportunity Act (WIOA) in Public Laws 113-128 (hereinafter referred to as "the Act"); and

WHEREAS, one member jurisdiction, Pittsylvania County, has been designated as the local grant recipient and fiscal agent with each member jurisdiction maintaining responsibility for their portion of the WIOA funding; and

WHEREAS, the Consortium is the appointing authority for the Local Workforce Development Board under Section 107 (b)(1) of said Act; and

WHEREAS, it is the responsibility of the LWDB to develop the local workforce investment plan, coordinate and conduct oversight of the One-Stop System, and provide oversight of the Act's Title I activities in this Local Workforce Development Area in partnership **with** the Consortium; and

WHEREAS, the Consortium and the LWDB may enter into an agreement that describes the respective roles and responsibilities of the parties under the Act; and

WHEREAS, the use of the term "in partnership with" and "in cooperation with" the Consortium and LWDB as referenced in the Agreement are synonymous for purposes of this document;

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and sufficiency of which is acknowledged by each party for itself, the Consortium and the LWDB do agree as follows:

I. Consortium Authority:

- A. Consort as a Local Workforce Development Area;
- B. Act as Grant Recipient
- C. Designate Fiscal Agent;
- D. Accept Fiscal Liability;
- E. Provide public notice of the intent to solicit nominations for LWDB membership, including the process to be used for nominations and selection.
- F. Appoint Local Workforce Development Board Members;
- G. Submit annually to the Virginia Board of Workforce Development updated LWDB membership information including contact information, the annual budget for the Local Board and one stop operations and other expenditures
- H. Maintain local Board Membership Certification every 2 years;
- I. Liaison with other Consortia;
- J. Accept Annual Audit;
- L. Approve LWDB By-laws
- M. Determine composition of annual Statement of Economic Interest form for LWDB membership.

II. LWDB Authority:

- A. Decide how best to organize the regional workforce system to most effectively serve the needs of current and emerging private sector employers and job seekers;
- B. Decide how best to provide comprehensive services to regional private sector employers;
- C. Decide how best to deploy available resources to achieve negotiated local performance accountability measures and build capacity for continuous improvement;
- D. Decide how best to expand the resource base and service capability through the development of strategic partnerships, in integrated service delivery system, and generation of additional public and private funding.
- E. Select Service Providers;
- F. Determine Eligibility of Training Providers for adults and dislocated workers;
- G. Develop Policy;
- H. Develop LDOB By-laws
- I. Develop the budget for the purpose of carrying out the duties of the LWDB;
- J. Secure Partner Memoranda of Understanding;
- K. Appoint Youth Committee Members;
- L. Assist the Governor in developing a statewide employment statistics system;
- M. Coordinate the workforce activities authorized under WIOA with local economic development strategies, and develop employer linkages with those activities;
- N. Promote the participation of local private sector employers through the statewide workforce development system;

- O. Responsible for any other activity as required by WIOA, Section 107(D) or by the Governor;
- P. Serve as the designated regional convener in addressing workforce development issues, including but not limited to WIOA activities;
- Q. Meet at least quarterly and review presented financial reports that reflect actual expenditures and their relationship to the approved budget as well as workforce program outcomes and their relationship to negotiated performance levels.

III. In partnership with* the Consortium, the LWDB will:

- A. Develop a vision and goals for the local workforce development system that are aligned with both the economic development missions for the local area and the Virginia Board of Workforce Development's (VBWD) goals;
- B. Develop the local strategic plan that meets the requirements of Section 108 of the WIOA to include a workforce demand plan and a plan for business engagement;
- C. Selection of the one-stop operator(s) through a competitive process and may terminate for cause the eligibility of one-stop operators;
- D. Selection of eligible training providers and programs for adult and dislocated worker training services;
- E. Approval of the local one-stop operations budget;
- F. Perform any other activities as required by the Workforce Innovation and Opportunity Act, Section 107 (d), by state statute or by the Governor;
- G. Develop a Consortium Agreement to deliver the responsibilities as specified in the VBWD Policy that includes which jurisdiction will serve as the fiscal agent and administrative grant recipient;
- H. Develop an agreement between the Consortium and the LWDB that specifies the roles of the Consortium and the LWDB and how each will carry out their partnership responsibilities for governance and oversight of activities under WIOA;
- I. Conduct oversight of local programs of youth, adult, and dislocated worker activities authorized under Title I of WIOA;
- J. Negotiate and reach agreement with the VBWD on behalf of the Governor on local performance accountability measures;
- K. Connect with the VBWD;
- L. Conduct oversight of the one-stop system and youth program activities authorized under WIOA;
- M. Select eligible providers of youth activities by awarding grants or contracts on a competitive basis;
- N. Solicit and accept grants and donations from other sources;
- O. Require each LWDB member to submit an annual Statement of Economic Interest form and as a condition of assuming membership.

*("In partnership with" is defined as keeping the Consortium informed

V. Details of LWDB Operations:

- A. LWDB Staff: The Consortium will hire an Executive Director who will in turn hire staff necessary to carry out the operation of the administrative office of the LWDB.
- B. The LWDB staff will be employees of the fiscal agent.
- C. LWDB Administrative Costs: Administrative costs will consist of staff salaries and benefits, and the cost of operating and maintaining the administrative office.
- D. Adherence to Required Public Reviews and Comments: All meetings of the LWDB will be open to the public and allow for comment time on the agenda. Notices of the plan and solicitation of request for proposals for program operators and vendors will be made available to the public for comment in accordance with the Act.
- E. The LWDB and Consortium shall concur, by quorum vote, to approve the plan prior to its submission to the Governor.
- F. The LWDB agrees to provide quarterly reports to the Consortium indicating progress toward completion of goals and objectives of the local plan. Such reports shall be due within 30 days of the end of the preceding quarter.
- G. The LWDB agrees to carry out its responsibilities to ensure the appropriate utilization of funds under the Act.

VI. Local Workforce Development Board Detail

- A. By-Laws: The LWDB and the Consortium may establish By-Laws and/or operating procedures for their respective organizations, which are consistent with the provisions of this or any other bilateral agreement between the affected parties. The Consortium shall approve the LWDB By-Laws.
- B. LWDB Membership Criteria: The Consortium shall appoint the members of the LWDB in accordance with the Act 107 (b). The LWDB shall consist of representation from each jurisdiction listed below:
 - City of Martinsville Henry County
 - City of Danville Pittsylvania County
 - Patrick County
- At least 51 % of the members of the LWDB shall be composed of local private sector representatives that represent a broad range of in-demand occupations available in the local labor market. This includes organizations representing businesses that provide employment opportunities that, at a minimum, include

high-quality, work relevant training and development in in-demand industry sectors or occupations in the local area.

- Not less than 20%, a minimum of two, of the members of the LWDB, shall be representatives of labor organizations, who have been nominated by local labor federations, and representatives from apprenticeship programs. Community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including veterans, persons with disabilities, and "out of school" youth may be included in addition to the aforementioned labor organization representatives.
- At least one representative from the Virginia Employment Commission (VEC) who administers WIOA Title III activities for the local area who shall be designated by the VEC.
- At least one regional adult education program manager that directly administers WIOA Title II Adult Education and Family Literacy (AEFLA) activities locally.
- At least one representative of a school division Career and Technical Education program which represents programs aligned with the region's targeted industry sectors and demand occupations.
- At least one representative from a local community college providing training services who shall be designated by the community college.
- At least one representative from a regional or local economic and community development entity.
- At least one representative from the Department for Aging and Rehabilitative Services and/or the Department for the Blind and Visually Impaired who administers WIOA Title IV activities for the local area who shall be designated by the two agencies administering vocational rehabilitative services under Title I of the WIOA.
- Optional members include any other individual or representative of an entity as the chief elected officials in the local area may determine to be appropriate.
- Each LWDB member shall file a statement of economic interest with the LWDB as a condition of assuming membership and then annually while serving as a Board member.

C. Alternates or Designees of Official Appointments:

I. Consortium-The representative to the Consortium shall be a member of the governing body of the member jurisdiction. The term "chief local elected official" means the chief elected executive officer of a unit of general local government in a local area or an elected official so designated by the chief local elected official. A member jurisdiction may appoint the chief administrative officer to serve as an alternate for the member of the governing body. Such alternate shall only serve when the member of the governing body cannot attend a meeting. When the alternate so serves, the alternate shall have the same powers and responsibilities as those possessed by the member of the governing body including the right to vote on all matters and shall be counted when determining a quorum. No person shall serve as a representative if such person is no longer a member of the governing body or its chief administrative officer. Each member jurisdiction shall determine the length of term for its representative and be responsible for filling the vacancy of its representative who is no longer qualified to serve. Alternates

- may attend, participate, and vote at Consortium meetings in the absence of the member, however the Chief Local Elected Official maintains the fiscal responsibility and liability for all decisions made as a Consortium.
2. LWDB Alternates: In the course of the LWDB's operation, alternates who are designated by the LWDB member and have similar policy-making authority in the member's organization or sector represented may attend, participate and vote at LWDB meetings in the absence of the LWDB member.
- D. Committees of the LWDB: Standing committees of the LWDB may be established.
- Executive Committee
 - Business Engagement
 - Quality Assurance
 - Special Projects
 - Youth Committee
- E Cause for Removal: Any member(s) of the LWDB may be removed therefrom by the Consortium for cause including the following:
1. Missing 3 consecutive meetings without excuse or sending an alternate (Executive Director will contact member and report to Consortium all who need to be replaced)
 2. Violation of Conflict of Interest
- F. Filling of Vacancies: Vacancies in the LWDB will be reported in a timely manner to the Consortium and the Consortium shall fill the vacancy in accordance with the Act.
1. The Consortium shall contact the appropriate entities in the local area for nominations to appoint members and/or to fill vacancies on the LWDB from business, local educational entities and labor representatives.
 2. Private sector representatives are to be selected from individuals nominated by local business organizations, other businesses, local board of supervisors, or an individual business may nominate himself/herself. Private sector representatives can include owners of businesses, chief executives or operating officers of businesses and other business executives with optimum policy making or hiring authority.
 3. Non-mandatory educational entity representatives must be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities including local school boards, entities providing vocational education, and postsecondary educational institutions.
 4. Labor representatives must be selected from among individuals nominated by local labor federations (or in a local area in which no employees are represented by such organizations, other representatives of employees, such as employee organizations and/or the state AFL/CIO.
 5. For all other members, the Consortium should consult with the appropriate groups in the local area for possible individuals to serve.
 6. Nomination forms can be found www.vcwestpiedmont.com or by contacting the CEO of the LWDB.

G. Conflict of Interest:

1. Members of the LWDB and staff must maintain the public trust for use of the federal and state funds for the purpose of carrying out program requirements including the responsibility to maintain the reputation and integrity of the program. All decisions of the LWDB and Consortium are to be based on promoting the best interests of the state and public good. All members of the LWDB, Consortium and committee members (whether voting or non-voting) are subject to all provisions of the state and local government Conflict of Interest Act.
2. The LWDB will establish written policies for itself, all committees, and subcommittees thereof, in by-laws, to adhere to conflict of interest policies established by the state, local government and the Act.
3. A member of the LWDB, Consortium or Committee of the LWDB must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or by an organization that such member directly represents); nor on any matter that would provide any direct benefit to such member or the immediate family of such member. Immediate family means (1) a spouse and (2) any other person residing in the same household as the member, who is a dependent of the member or of whom the member is a dependent. Dependent means any person, whether or not related by blood or marriage, which receives from the member, or provides to the member, more than one-half of his financial support.
4. Any LWDB or Consortium member (or specific entity represented by that member) who participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.
5. Any LWDB or Consortium member who participates in a decision relating to specific terms of a contract, the determination of specific standards for performance of a contract, the development of Invitations for Bid or Requests for Proposals or other such bid processes leading to a contract, or any similar decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, sole proprietorship, firm, enterprise, franchise, association, trust, foundation or other entity shall receive the contract if it would create a conflict of interest for the LWDB or Consortium member who participated in this manner.
6. Any LWDB member with a potential or actual conflict of interest shall disclose that fact to the LWDB 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. If it is determined during a meeting that a conflict of interest exists, the member must verbally declare such conflict of interest, such declaration must be clearly noted in the minutes, and such member must excuse himself from the remainder of the discussion and voting on that item. Each LWDB member is responsible for determining whether any potential or actual conflict of interest exists or arises during his tenure on the LWDB.
7. If a contract or purchase is made by the LWDB involving its own member with a conflict of interest, the Local Board shall justify the terms and conditions of the contract or purchase and document that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable.

8. LWDB members who are also one-stop center operators shall not serve on any committees that deal with oversight of the one-stop system or allocation of resources that would be potentially allocated to that member's program.

H. Grievance Procedure: See Attachment I

I. Indemnification:

1. The LWDB and Consortium recognize the need to protect all members of the LWDB and the Consortium against loss, liability or damages that may result from their joint and separate actions in performing responsibilities under the Act. The Consortium and LWDB agree that adequate insurance shall be provided.

J. Voting:

1. All approvals under this agreement shall require approval of a majority of the members present at a meeting of such said bodies, unless a vote of greater than a simple majority is called for in the by-laws of the respective body.
2. Alternates of the Consortium and LWDB may vote at the respective meetings in the absence of the member.
3. Absentee voting is not allowed by either the LWDB or the Consortium.

K. Quorum:

I. A majority of membership shall constitute a quorum for purposes of conducting business of the Consortium.

VII. General Administrative Provisions

A. Delivery of Notices and Reports: Notices and reports required by this agreement shall be deemed delivered as of the date of postmark if deposited in a United States mailbox, first class postage attached, addressed to a party's address to notify the other party in writing within a reasonable time:

1. To the Official addressed to: WDB Chair
2. To the Official addressed to: Consortium Chair
3. To the Official addressed to: Chief Executive Officer
4. To the LWDB addressed to: West Piedmont Workforce Development Board, 300 Franklin Street, Suite 241, Martinsville, VA 24112

B. Open Meetings required: All meetings of both the Consortium and the LWDB are open to the public.

C. Meeting Dates: The LWDB and Consortium shall meet at least quarterly or as needed.

D. Public Records: The LWDB and the Consortium shall maintain copies of records of their activities in all major areas, including all meeting agendas and minutes, contracts, fiscal and management documentation. The administrative entity shall be the custodian of the public records of the LWDB and of the Consortium. The LWDB and the Consortium shall send copies of all agendas of all meetings and provide minutes thereof to the members of both bodies at all times.

E. Sunshine Provision-The LWDB and Consortium

1. The LWDB and Consortium shall share information regarding its meetings and activities with the public subject to the provisions of the Virginia Freedom of Information Act.

2. The LWDB and Consortium shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the LWDB and Consortium, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of one-stop operator(s) consistent with the State plan, and the award of grants or contracts to eligible providers of youth activities, and minutes of annual meetings of the LWDB and Consortium.
 3. The LWDB, Consortium and any subcommittee authorized to take official action on behalf of the LWDB or Consortium must do the following;
 - a. Take official action and engage in deliberations only at meeting open to the public. "Official action" includes making recommendations, establishing policy, making decisions, and/or voting on matters of LWDB or Consortium business. "Deliberations" are discussions necessary in order to reach decisions at LWDB or Consortium meetings.
 - b. Ensure that all meetings are held in an accessible location for the disabled and that all information is provided in accessible and alternate formats.
 - c. 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. No public notice need be given of an emergency meeting called to deal with a real or potential emergency involving a clear and present danger to life or property.
 - d. Ensure that votes of LWDB and Consortium members be publicly cast and, in the case of roll call votes, recorded.
 - e. 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 the roll call votes, and the names of any citizens who appeared and gave testimony.
 4. Closed executive sessions may be used according to the provisions of the Virginia Freedom of Information Act. Such session may be held during or after an open meeting, or may be announced for a future time. If closed session is not announced for a specific time, the LWDB **and** Consortium members must be notified 24 hours in advance of the date, time, location and purpose of the session. The reason for holding an executive session must be announced at the open meeting either immediately prior or subsequent to the executive session.
 5. Official action on any matter discussed at an executive session must be taken at an open meeting.
- F. Non-Exclusion of Members: The LWDB and the Consortium shall not exclude members of either body from meetings in closed session when the matter under discussion concerns programs, plans, budgets or staff under this agreement.
- G. Nondiscrimination: During the term of this agreement the LWDB, Consortium, the Administrative Entities and Grant Recipients agree not to discriminate against any person, whether a recipient of services (actual or potential), an employee, or an applicant for employment on the basis of factors prohibited by federal or state law, including Section 188 of the Act and applicable Virginia Statutes. The aforementioned agree to post in conspicuous places, available to all employees and applicants for employment and all recipients of services, actual or potenti l,

- notices setting forth the provisions of this agreement as they relate to nondiscrimination. The aforementioned shall, in all solicitations for employment placed on their behalf, state that the aforementioned are "Equal Opportunity Employers".
- H. Terms of the Agreement: The term of this agreement shall commence as of September 19, 2019 and shall continue through June 30, 2022. The LWDB and the Consortium shall review this agreement by January 31, 2021, in order to draft a successor agreement, if needed.
- I. Amendment of Agreement:
1. Either party may propose amendments to this agreement at any time. Requests for amendment shall be authorized in accordance with the By-Laws of the body initiating the request. The body may consider no proposed amendment unless a written copy has been mailed to the members of the body at least 10 days prior to consideration. An amendment to amendment(s) so proposed shall be in order.
 2. Proposed amendment approved in accord with the above shall be mailed to the other party.
 3. The other party must respond with a written notice of concurrence or non-concurrence, or a written request to negotiate.
- J. Construction: Should any part, clause, paragraph or sentence of this agreement be construed by a court of competent jurisdiction to be in violation of any federal or state law, rule or regulation, the remainder of the agreement shall remain in full force and effect unless amended in accord with the article.
- K. Signatory Powers: Chairpersons of the LWDB and Consortium are authorized to commit for their respective board's documents binding the Consortium with state requirements.
- L. Fiscal Agent: Pittsylvania County Administrator and Pittsylvania County Treasurer are authorized to sign checks for operating the administrative office. Vouchers will be signed by the LWDB Fiscal Officer, CEO and Treasurer. The CEO is authorized to sign contractual agreements with Program/Operators/Contractors.
- M. Entire Agreement: The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements and negotiations between the parties relating to the subject matter thereof.

VIII. Ratification of Agreement

- A. This agreement shall require the approval of the LWDB and the Consortium by a majority vote of the members present at a meeting of the bodies, authorizing the execution of the agreement.
- B. Each signatory thereof certifies that he/she has the legal authority of the governing body of the parties to enter into this agreement, and the parties jointly and separately accept the responsibility for the operation of the program under the Act.

IN WITNESS, THEREOF:

Debra P. Buchanan
Consortium Chair

DEBRA P. BUCHANAN
Printed Name of Consortium Chair

10-3-19
Date

Adam Wright Board Chair
Local Workforce Development Board Chair

Adam Wright
Printed Name of LWDB Chair

9-29-19
Date

WPWDB Approval: September 30, 2019

CLEO Approval: September 19, 2019

Attachment 1

West Piedmont Workforce Development Board Grievance Procedure

Purpose:

This Policy is established by the Workforce Development Board in accordance with Public Law 105•220 and in accordance with the Code of Virginia and the United States Department of Labor for programs under the Workforce Investment Act (WIA) to outline the grievance procedure for Workforce Area XVII (Seventeen).

Coverage:

Any individual or organization may file a grievance alleging a violation of the Workforce Innovation and Opportunity Act, rules, regulation, grants, or other agreements made under the Act by the Commonwealth of Virginia, its Workforce Areas, sub-recipients, or contractors. Grievances, which do not involve a violation of the Act, are not subject to this procedure.

Informal Resolution Process

1. The sub recipient agency must document any allowable grievance in writing and must include all involved parties, contact information for all involved parties, the details surrounding the incident(s) in question and the dates of occurrence.
2. An informal meeting shall be called with all involved parties, either separately or as a group, to discuss the incidents in question.
3. Solutions and/or decisions achieved as a result of the informal meeting(s) shall be documented.
4. If a resolution and plan of action satisfactory to all parties involved cannot be reached within 20 days from the date of original notification of grievance to sub recipient agency, the grievance must be forwarded with all related documentation to:
Chief Executive Officer
West Piedmont Workforce Development Board
300 Franklin Street, Suite 241
Martinsville, VA 24112
5. The Workforce Development Board (**WDB**) Executive Committee will review the grievance file and notify in writing, all involved parties, of the time and place of a grievance hearing. The grievance hearing will be held within 30 days of receipt of grievance file. Should any member of the Executive Committee be directly or indirectly involved with the complainant they shall be removed from the proceedings and the WDB Chair shall appoint a member at large to serve on the Committee for the purpose of this hearing.
6. Within five days of the grievance hearing, the WDB Executive Committee will provide a written decision to the complainant and all applicable parties. The recommendation decision shall be based on preponderance of the evidence and shall include a determination of the issue to support the recommendation as well as an

explanation of the reasons for the recommendation. The recommendation shall be based only on information which the parties have had the opportunity to challenge through the hearing process. The final decision must be signed by the WDB CEO, the WDB Chair and all members of the hearing committee.

7. A decision of the WDB Executive Committee may be appealed to the Chief Local Elected Officials (CLEO) Consortium. Notice to appeal must be received by the WDB CEO within 10 days of the notification of decision from the WDB Executive Committee.
8. The Consortium will then follow steps 5 and 6 as outlined above.
9. If the Grievant decides to appeal the WDB/Consortium decision, he/she must notify the WDB CEO in writing of their intent within 5 days. The WDB CEO will send documentation to the state WIOA Administrative Office of the Virginia Community College System (VCCS). The grievance will then be handled according to the rules and regulations of the VCCS. The Grievant will be sent notification of this action and given a contact name and address in the WIOA Department of VCCS.

In the event that an acceptable resolution to the grievance is negotiated, a memorandum of agreement shall be prepared by the WDB CEO and shall list the provisions of the negotiated resolution and deadlines by which the provisions must be accomplished. A copy of such agreement, once signed by appropriate parties, shall be distributed as follows: the original to the grievant, a copy to the respondent, a copy maintained in the WDB Administrative Office.

Grievance Form
Workforce Development Board

Grievant (person filing grievance)

Name: _____

Address: _____

Telephone: (h) - - - - _____

(w): _____

Respondent (person(s) responding
to the grievance)

Name: _____

Address: _____

Telephone: _____

Date Alleged Incident(s) Occurred: _____

Date Grievance Was Verbally Initiated: _____

Date of Verbal Reply at the WDB Level: _____

Other Actions: Have you filed an action in any court or other agency based on the incidents noted in your grievance? If so where? What were the results?

Details of Grievance (Include relevant names, dates, locations of incidents, and state which regulations or policies you believe have been violated, if known. If additional space is required, attach a sheet of paper with the grievant's signature.)

Relief requested:

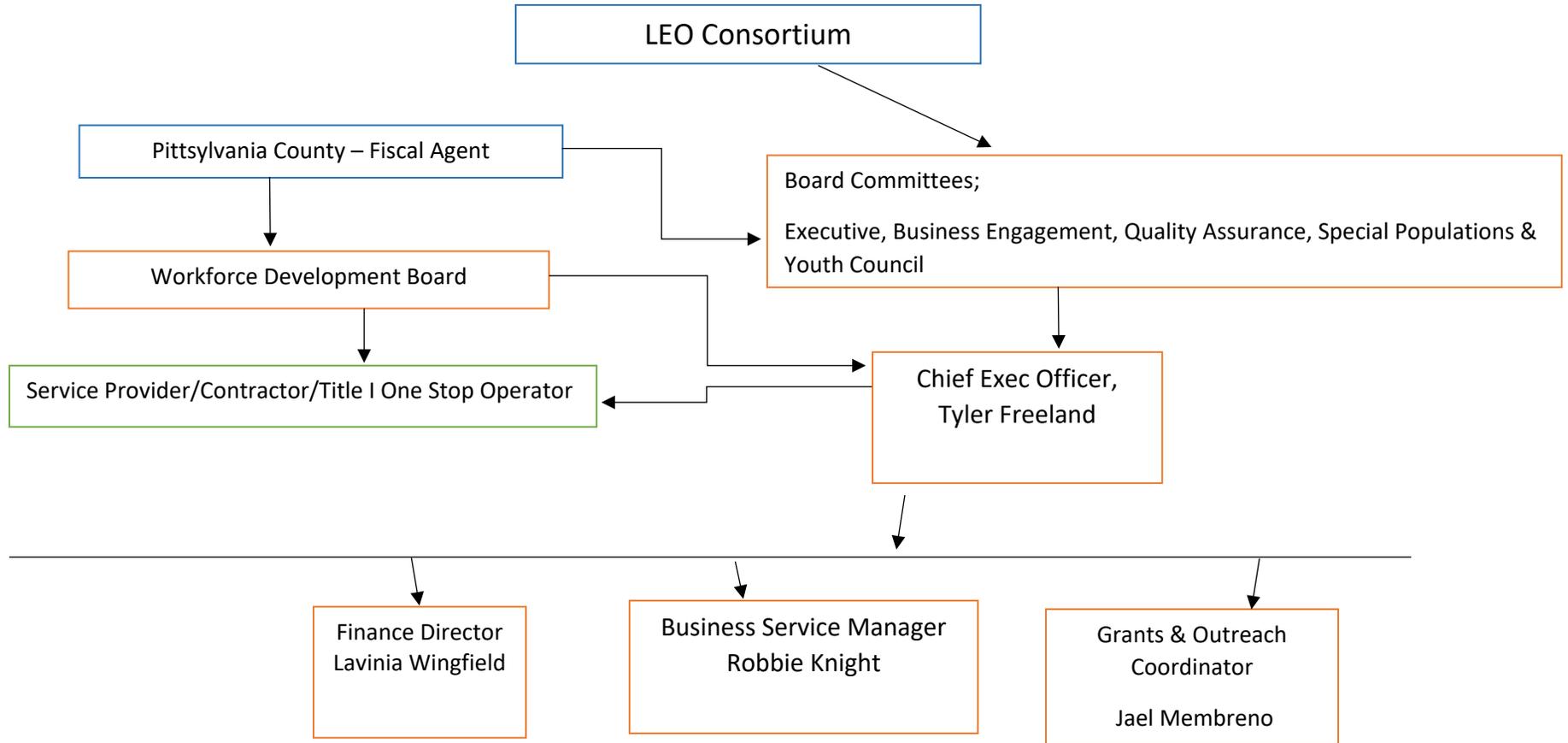
Grievant's Signature

Respondent's Signature

Date Submitted

Date Received

West Piedmont Workforce Development Board Organizational Chart



One-Stop Center Name:

Virginia Career Works: Martinsville Workforce Center

PARTNER ENTITY or PARTNER PROGRAM	# OF POSITIONS	% of Total	SQUARE FEET OCCUPIED	% of Total	Customers Receiving Service	% of Total
VEC - Employment Services	13.00	41.94%	1,924.00	37.27%	13.00	50.00%
WIOA Title I Adult	2.00	6.45%	400.00	7.75%	2.00	7.69%
WIOA Title I Dislocated Worker	1.00	3.23%	200.00	3.87%	1.00	3.85%
WIOA Title I Youth	2.00	6.45%	320.00	6.20%	2.00	7.69%
VEC - Unemployment Insurance	0.00	0.00%	160.00	3.10%	0.00	0.00%
Trade Act (VEC)	1.00	3.23%	80.00	1.55%	1.00	3.85%
DARS Title IV	5.00	16.13%	897.00	17.38%	0.00	0.00%
DOE - Adult Ed	1.00	3.23%	64.00	1.24%	1.00	3.85%
DOE - Perkins		0.00%		0.00%		0.00%
DSS - SNAP		0.00%		0.00%		0.00%
DSS - TANF	1.00	3.23%	100.00	1.94%	1.00	3.85%
Pathways/Promise Grant	0.00	0.00%	0.00	0.00%	0.00	0.00%
Patrick Henry Community College	1.00	3.23%	100.00	1.94%	1.00	3.85%
Community Action Agency (STEP)	1.00	3.23%	100.00	1.94%	1.00	3.85%
WPWDB	0.00	0.00%	537.00	10.40%	0.00	0.00%
Community Recovery Program	1.00	3.23%	100.00	1.94%	1.00	3.85%
Goodwill SCSEP	1.00	3.23%	100.00	1.94%	1.00	3.85%
VEC-Jobs for Veterans State Grant	1.00	3.23%	80.00	1.55%	1.00	3.85%
Wagner-Peyser	0.00	0.00%	0.00	0.00%	0.00	0.00%
I		0.00%		0.00%		0.00%
J		0.00%		0.00%		0.00%
K		0.00%		0.00%		0.00%
TOTALS:	31.00	100.00%	5162.00	100%	26.00	100%

List each partner's programs providing service through Virginia's Career Works Center: If the allocation is for a Comprehensive Center, at minimum, all partner programs as required by the Virginia Combined State Plan must be included.

-Once program is inserted in Column A row within table above, the balance of the spreadsheets will be automatically populated with the program name information. The balance of the spreadsheets should be formatted appropriately to display the information.

Square Foot 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.

OF POSITIONS are the # of staff that each program has dedicated to the One-Stop Center. The # OF POSITIONS are represented in full time position equivalence in relation to 40 hour workweeks. The formula to determine the # to enter is: **# of hours per week that a program staffs the One-Stop Center/40 (full time workweek hours)**.

Customers Receiving Service are the # of people served by each program either at, or through the One-Stop Center. Includes customers received by the One-Stop Center who received services from multiple programs. These customers will be counted by each program serving them.

DIRECT COSTS BY PARTNER OR PARTNER PROGRAM

ONE-STOP CENTER NAME: Virginia Career Works: Martinsville Workforce Center

COSTS	BUDGET/ EXPENSE	VEC - Employment Services	WIOA Title Adult	WIOA Title Dislocated Worker	WIOA Title Youth	VEC - Unemployment Insurance	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Perkins	DSS - SNAP	DSS - TANF	Pathways/P romise Grant	Patrick Henry Community College	Community Action Agency (STEP)	WPWDB	Community Recovery Program	Goodwill SCSEP	VEC-Jobs for Veterans State Grant	Wagner- Peyser	I	J	K
Staff Costs:																							
Salaries																							
Benefits																							
INFRASTRUCTURE COSTS																							
Facility Costs:																							
Rent																							
Utilities (Garbage)																							
Maintenance Contracts (Corona Cleaning)																							
Repairs																							
Security																							
Property Tax																							
Furniture & Fixtures																							
Other (itemize below)																							
Equipment/Communication Costs:																							
Computer Hardware																							
Computer Software																							
Data Paln																							
Telephone Equipment																							
Telephone Service Fees																							
Cell Phones																							
Copier Equipment																							
Fax Equipment																							
Fax Service Fees																							
Other Operations:																							
Contract: One-Stop Operator																							
General Supplies																							
Freight & Messenger																							
Printing (Outreach, Community Awareness, Signage)																							
Other Outside Services (itemize below)																							
Recruiting/Outreach																							
Marketing/Community Awareness																							
Staff Training																							
Staff Travel																							
TOTAL COSTS																							

OK

NOTE: Partners will list the direct costs associated with the program providing services. The direct costs should be those costs of service delivery that pertains specifically and only to the program listed and billed directly to the partner administering the program. These costs will be subtracted from the total budget amount listed in the One-Stop Center Budget spreadsheet and will result in identifying the shared (Indirect Costs).

One-Stop Center Name:

Virginia Career Works: Danville Workforce Center

PARTNER ENTITY or PARTNER PROGRAM	# OF POSITIONS	% of Total	SQUARE FEET OCCUPIED	% of Total	Customers Receiving Service	% of Total
VEC - Employment Services	8.50	23.94%	889.00	19.83%	8.50	32.08%
WIOA Title I Adult	2.00	5.63%	200.00	4.46%	2.00	7.55%
WIOA Title I Dislocated Worker	1.00	2.82%	100.00	2.23%	1.00	3.77%
WIOA Title I Youth	2.00	5.63%	220.00	4.91%	2.00	7.55%
VEC - Jobs for For Veterans State Grant	1.00	2.82%	105.00	2.34%	1.00	3.77%
Trade Act (VEC)	0.00	0.00%		0.00%		0.00%
DARS Title IV	9.00	25.35%	1,737.00	38.74%		0.00%
DOE - Adult Ed	1.00	2.82%	64.00	1.43%	1.00	3.77%
DOE - Perkins		0.00%		0.00%		0.00%
DSS - SNAP		0.00%		0.00%		0.00%
DSS - TANF	1.00	2.82%	100.00	2.23%	1.00	3.77%
Pathways /Promise Grant	0.00	0.00%	0.00	0.00%	0.00	0.00%
Danville Community College	1.00	2.82%	100.00	2.23%	1.00	3.77%
Pittsylvania County Community Action	8.00	22.54%	688.00	15.34%	8.00	30.19%
WPWDB	0.00	0.00%	280.80	6.26%	0.00	0.00%
SAAA	1.00	2.82%	0.00	0.00%	1.00	3.77%
Wagner-Peyser		0.00%		0.00%	0.00	0.00%
G		0.00%		0.00%		0.00%
H		0.00%		0.00%		0.00%
I		0.00%		0.00%		0.00%
J		0.00%		0.00%		0.00%
K		0.00%		0.00%		0.00%
TOTALS:	35.50	100.00%	4483.80	100%	26.50	100%

List each partner's programs providing service through Virginia's Career Works Center: If the allocation is for a Comprehensive Center, at minimum, all partner programs as required by the Virginia Combined State Plan must be included.

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Customers Receiving Service are the # of people served by each program either at, or through the One-Stop Center. Includes customers received by the One-Stop Center who received services from multiple programs. These customers will be counted by each program serving them.

DIRECT COSTS BY PARTNER OR PARTNER PROGRAM

ONE-STOP CENTER NAME: Virginia Career Works: Danville Workforce Center

COSTS	BUDGET/ EXPENSE	VEC - Employment Services	WIOA Title Adult	WIOA Title Dislocated Worker	WIOA Title Youth	VEC - Jobs for For Veterans State Grant	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Perkins	DSS - SNAP	DSS - TANF	Pathways /Promise Grant	Danville Community College	Pittsylvania County Community Action	WPWDB	SAAA	Wagner- Peyser	G	H	I	J	K
Staff Costs:																							
Salaries																							
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Fax Equipment																							
Fax Service Fees																							
Other Operations:																							
Contract: One-Stop Operator																							
General Supplies																							
Freight & Messenger																							
Printing (Outreach, Community Awareness, Signage)																							
Other Outside Services (itemize below)																							
Recruiting/Outreach																							
Marketing/Community Awareness																							
Staff Training																							
Staff Travel																							
TOTAL COSTS																							

OK

NOTE: Partners will list the direct costs associated with the program providing services. The direct costs should be those costs of service delivery that pertains specifically and only to the program listed and billed directly to the partner administering the program. These costs will be subtracted from the total budget amount listed in the One-Stop Center Budget spreadsheet and will result in identifying the shared (Indirect Costs).



**VIRGINIA
CAREER WORKS**

**One Stop Center
MOU**

Version: June 28, 2019

West Piedmont Region

West Piedmont Workforce Development Board

LWDA Name

LWDB Name

**Virginia (VA) Career Works Service Delivery System
A Proud Partner of the American Job Center Network**

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Legal Authority

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official (CEO), to develop and enter into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local area. **Please note that a MOU is complete only when it's inclusive with the Infrastructure Funding Agreement (IFA).** This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance.

Additionally, the resource sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), its' implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

Memorandum of Understanding

This MOU is executed between the Local Workforce Development Board West Piedmont Workforce Development Board (LWDB), the VA Career Works system Partners (Partners), and the Chief Elected Official (CEO), Debra Buchanan, CLEO Chair, Henry County. They are collectively referred to as the "Parties" to this MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the VA Career Works Centers in the West Piedmont Region (LWDA). The LWDB provides local oversight of workforce programming for the LWDA.

The Resource Sharing Agreement and Infrastructure Funding Agreement establishes a financial plan, including terms and conditions, to fund the services and operating costs of the LWDA VA Career Works Center(s). The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the LWDA's high-standard Virginia Career Works system.

The Vision, Mission, System Structure, Terms and Conditions, Resource Sharing Agreement, and Infrastructure Funding Agreement outlined herein reflect the commitment of the Parties to their job seeker, workers and business customers, as well as to the overall LWDA community.

Introduction

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. Social media, online talent platforms, and professional networking sites are evolving rapidly, perpetuating shifts in labor market dynamics. Additionally, rising consumer expectations and global competition have transformed how business is conducted in most industries. Employers must move faster and more efficiently in order to stay ahead of (or at least keep up with) competitors. This makes it imperative for the public workforce system to continuously adapt and reframe strategies and policies designed to support employers and job seekers.

The LWDB seeks to establish a system that stands in stark contrast to the “traditional”/historical transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of this Memorandum of Understanding (MOU) is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the LWDA create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

VISION

We envision meaningful employment and a high quality of life for every Virginian and a qualified, job-ready workforce for Virginia businesses.

MISSION

West Piedmont Region advances economic growth by preparing and connecting individuals with Virginia businesses looking to hire and build a stronger workforce.

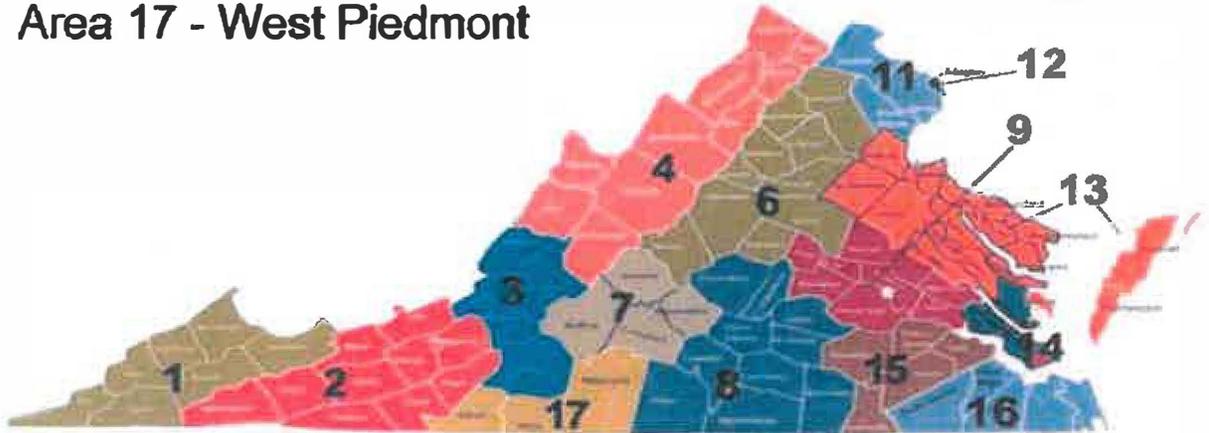
See *Attachment A: Definitions* for definitions pertaining to this MOU (Page 27)

System Structure

Virginia Career Works Centers

The LWDA has two comprehensive and two affiliate VA Career Works centers, also known as America's Job Centers that are designed to provide a full range of assistance to job seekers, workers and businesses under one roof. Established under the Workforce Investment Act of 1998 (WIA) and continued by the WIOA, the centers offer a comprehensive array of services designed to match talent with opportunities.

Area 17 - West Piedmont



◆ Martinsville, VA Career Works Center (Comprehensive)

Antonio Logon, One-stop Manager	276.634-3600
233 W. Commonwealth Blvd. Martinsville, VA 24112	alogan@rossworks.com
8:30-5:00 M-F	www.vcwwestpiedmont.com

◆ Danville, VA Career Works Center (Comprehensive)

Antonio Logon, One-stop Manager	434.459-8220
211 Nor Dan Dr. Ste. 1055 Danville, VA 24541	alogan@rossworks.com
8:30-5:00 M-F	www.vcwwestpiedmont.com

◆ Stuart (Affiliate)

Antonio Logon, One-stop Manager	276.694-6542
108 West Blue Ridge St. Stuart, VA 24171	alogan@rossworks.com
8:30-5:00 M-F	www.vcwwestpiedmont.com

◆ Chatham (Affiliate)

Antonio Logon, One-stop Manager	434.433-2266
220 McGhee St. Chatham VA 24531	alogan@rossworks.com
8:30-5:00 M-F	www.vcwwestpiedmont.com

❖ One-Stop Operator(s)

The LWDB in consultation with the CEOs selected the one-stop operator, ROSS IES, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is published and may be viewed on the LWDB website at: www.vcwest piedmont.org . Functional details are outlined in the Roles and Responsibilities of Partners section, under One-Stop Operator.

Please note that it is very important to populate the table below by inserting the Partner identification information as outlined in specific detail in **VBWD Policy 300-02 One Stop Delivery: Comprehensive and Affiliate One-Stop Centers**.

Partners

Program	Partner Organization	Authorization/ Category	Signatory Official	Contact Information
Wagner Peyser Employment Services	VEC Title III		Ellen Marie Hess	david.scoven@vec.virginia.gov
Dept. of Aging and Rehabilitative Services Title IV	DARS Title IV		Kathryn Hayfield	kathryn.hayfield@dars.virginia.gov
Local Workforce Development Board Chief Local Elected Official	Debra Buchanan, CLEO WPWDB		Debra Buchanan	dbuchanan@co.henry.va.us
WIOA Title I Operator	ROSS IES (Title I Adult, Dislocated Worker, Youth)		Shawn Brenner, US CEO	sbrenner@rossprov.com
Dept of Education Title II	DOE - Adult Ed Title II		Stacey Wright	stacey.wright@fco.k12.va.us
Post Secondary Vocational Education (Perkins Act)	Patrick Henry CC		Dr. Angeline Godwin	agodwin@patrickhenry.edu / rhodges@patrickhenry.edu
	Post- Secondary Voc Ed (Perkins Act)			
Post Secondary Vocational Education (Perkins Act)	Danville CC		Dr. Bruce Scism	bscism@dcc.vccs.edu
	Post- Secondary Voc Ed (Perkins Act)			
Community Action	Pittsylvania County Community Action CAA		Everlena Ross	eross@pccainc.org
Community Action	STEP, Inc. Community Action Agency CAA		Marc Crouse	marc.crouse@stepincva.com
Community Recovery	Community Recovery Program		Lisa Smith/ Greg Preston	lismith@piedmontcsb.org /gpreston@piedmontcsb.org
Senior Community Service Employment Program	Goodwill SCSEP		Mary A. Gilmer	mgilmer@goodwillvalleys.com
American Job Corps	Job Corps		Susan Ferraro	ferraro.susan@jobcorps.org
Older Americans Act	Southern Area Agency on Aging Title V		Teresa Fontaine	tfontaine@southernaaa.org
Department	Department of Social Services Va. Initiative for Employment Not Welfare TANF		John Moody/ Amy Rice/ Chris Spaln	amy.w.rice@dss.virginia.gov /
				john.moody@dss.virginia.gov
Local Workforce Development Board	Virginia Career Works - West Piedmont		Guy Stanley, Interim CEO	guy@vcwestpiedmont.org

TERMS AND CONDITIONS

Partner Services

At a minimum, partners will make the services listed below available, consistent with Virginia and LWDA policies and Virginia's WIOA Combined State Plan. Partner program services beyond those required may be provided on a case by case basis, with the approval of the LWDB and the CEOs, and must be included on the table below. Add as many rows as necessary.

BASIC CAREER SERVICES
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Area 8 workforce system.
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs.
In and out of area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment).
Access to employment opportunity and labor market information.
Performance information and programs costs for eligible providers of training, education and workforce services.
Information on performance of the local Workforce system.
Information on the availability of supportive services and referral to such, as appropriate.
Information and meaningful assistance on UI claim filing
Determination of potential eligibility for workforce Partner services, programs, referrals.
Information and assistance in applying for financial aid for training and education program not provided under WIOA.
INDIVIDUALIZED CAREER SERVICES
Comprehensive and specialized assessments of skill levels and service needs.
Development of individual employability plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals.
Referral to training services.
Group counseling.
Literacy activities related to work readiness.
Individual counselling and career planning
Case management for customers seeking training services; individual in and out of area job search, referral and placement assistance.
Work experience, transitional jobs, registered apprenticeships and internships.
Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training.
Post-employment follow-up services and support (Is not an individualized career service but listed here for completeness).

TRAINING SERVICES
Occupational skills training through Individual Training Accounts (ITAs)
Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above.
On the Job Training (OJT)
Incumbent Worker Training
Programs that combine workplace training with related instruction which may include cooperative education.
Training programs operated by the private sector
Skill upgrading and retraining
Entrepreneurial training
Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
Other training services as determined by the workforce partner's governing rules

See **Attachment B: Partner Program Services** for details of local services provided by partner agencies. (Page 30)

Roles and Responsibilities of Parties

The Parties to this agreement will work closely together to ensure that all VA Career Works centers are high-performing work places with staff that will ensure quality of service.

All Parties to this agreement shall comply with:

- ❖ Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- ❖ Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- ❖ Section 504 of the Rehabilitation Act of 1973, as amended,
- ❖ The Americans with Disabilities Act of 1990 (Public Law 101-336),
- ❖ The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- ❖ Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
- ❖ The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),

- ❖ Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
- ❖ The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
- ❖ All amendments to each, and
- ❖ All requirements imposed by the regulations issued pursuant to these acts.

The previously listed provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

- ❖ Additionally, all Parties shall:
 - ❖ Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above,
 - ❖ Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
 - ❖ Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Chief Elected Official

The CEO for the Local Workforce Development Area (LWDA) is Debra Buchanan, CLEO Chair. The CEO will, at a minimum:

- ❖ Approve the Local Workforce Development Board (LWDB) budget and workforce center cost allocation plan
- ❖ Approve the selection of the one-stop operator following the competitive procurement process, and
- ❖ Coordinate with the LWDB to oversee the operations of the LWDA VA Career Works system.

Local Workforce Development Board

The Local WDB ensures the workforce-related needs of employers, workers, and job seekers in the LWDA are met, to the maximum extent possible with available resources. The LWDB will, at a minimum:

- ❖ **In partnership with the CEO and other applicable partners within the LWDA, develop and submit a LWDA plan that includes a description of the activities that shall be undertaken by the LWDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy,**
- ❖ **In cooperation with the Local CEO, design and approve the VA Career Works system structure. This includes, but is not limited to:**
- ❖ **Adequate, sufficient, and accessible one-stop center locations and facilities,**
- ❖ **Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities),**
- ❖ **A holistic system of supporting services, and**
- ❖ **One or more competitively procured one-stop operators.**
- ❖ **In collaboration with the CEO, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s),**
- ❖ **Determine the role and day-to-day duties of the one-stop operator,**
- ❖ **Approve annual budget allocations for operation of the VA Career Works system,**
- ❖ **Help the one-stop operator recruit operational partners and negotiate MOUs with new Partners,**
- ❖ **Leverage additional funding for the VA Career Works system to operate and expand one-stop customer activities and resources, and**
- ❖ **Review and evaluate performance of the LWDA and one-stop operator.**

Local Workforce Development Board Staff

Specific responsibilities include, at a minimum:

- ❖ **Assist the CEO and the LWDB with the development and submission of a LWDA plan,**
- ❖ **Support the LWDB with the implementation and execution of the LWDA vision, goals, objectives, and workforce-related policies, including all duties outlined above,**
- ❖ **Provide operational and grant-specific guidance to the one-stop operator,**
- ❖ **Investigate and resolve elevated customer complaints and grievance issues,**
- ❖ **Prepare regular reports and recommendations to the LWDB, and**
- ❖ **Oversee negotiations and maintenance of MOUs with one-stop Partners.**

One-Stop Operator(s)

Ross IES will oversee one Center Manager who will act as “functional leaders”. As such, they will have the authority to organize partner staff, in order to optimize and streamline service delivery efforts. Formal leadership, supervision, and performance responsibilities will remain with each staff member’s employer of record. The one-stop operator, through the Center Managers, will, at a minimum:

- ❖ Manage daily operations, including but not limited to:
- ❖ Managing and coordinating Partner responsibilities, as defined in this MOU,
- ❖ Managing hours of operation, including the once weekly extended hours of operation,
- ❖ Coordinating daily work schedules and work flow based upon operational needs, and
- ❖ Coordinating staff vacations/unscheduled absences with the formal leader to ensure service coverage by center staff.
- ❖ Assist the Local WDB in establishing and maintaining the VA Career Works system structure. This includes but is not limited to:
- ❖ Ensuring that State requirements for center certification are met and maintained,
- ❖ Ensuring that career services such the ones outlined in WIOA sec. 134(c)(2) are available and accessible,
- ❖ Ensuring that LWDB policies are implemented and adhered to,
- ❖ Adhering to the provisions outlined in the contract with the West Piedmont Region and the West Piedmont Region Business Plan,
- ❖ Reinforcing strategic objectives of the LWDB to Partners, and
- ❖ Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.
- ❖ Ensuring integration of systems and services coordination for the center and its partners, placing priority on customer service.
- ❖ Integrated Workforce Service Delivery, as defined by WIOA, means organizing and implementing services by function (rather than by program), when permitted by a program’s authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- ❖ Ensuring functional alignment includes having one-stop center staff who perform similar tasks serve on relevant functional teams, e.g. Skills Development Team or Business Services Team.
- ❖ Ensuring service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- ❖ Ensuring services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the workforce center.
- ❖ Oversee and coordinate partner, program, and VA Career Works system performance. This includes but is not limited to:

- ❖ **Providing and/or contributing to reports of center activities, as requested by the LWDB,**
- ❖ **Providing input to the formal leader (partner program official) on the work performance of staff under their purview,**
- ❖ **Notifying the formal leader immediately of any staff leave requests or unexcused absences, disciplinary needs, or changes in employee status,**
- ❖ **Identifying and facilitating the timely resolution of complaints, problems, and other issues,**
- ❖ **Collaborating with the LWDB on efforts designed to ensure the meeting of program performance measures, including data sharing procedures to ensure effective data matching, timely data entry into the case management systems, and coordinated data batch downloads (while ensuring the confidentiality requirements of FERPA, 34 CFR 361.38, and 20 CFR part 603),**
- ❖ **Ensuring open communication with the formal leader(s) in order to facilitate efficient and effective center operations,**
- ❖ **Evaluating customer satisfaction data and propose service strategy changes to the LWDB based on findings.**
- ❖ **Manage fiscal responsibilities and records for the center. This includes assisting the LWDB with cost allocations and the maintenance and reconciliation of one-stop center operation budgets.**

The one-stop operator will not assist in the development, preparation and submission of Local plans. They cannot manage or assist in future competitive processes for selecting operators or select or terminate one-stop operators, career services providers, or Youth providers. The operator cannot negotiate local performance accountability measures or develop and submit budgets for activities of the LWDB. The LWDB is responsible for the negotiated performance measures, strategic planning, budgets, and one-stop operator oversight (including monitoring).

Partners

Each partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- ❖ **Effective communication, information sharing, and collaboration with the one-stop operator,**
- ❖ **Joint planning, policy development, and system design processes,**
- ❖ **Commitment to the joint mission, vision, goals, strategies, and performance measures as delineated in the local plan,**
- ❖ **The design and use of common intake, assessment, referral, and case management processes,**
- ❖ **The use of common and/or linked data management systems and data sharing methods, as appropriate,**
- ❖ **Leveraging of resources, including other public agency and non-profit organization services,**
- ❖ **Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and**
- ❖ **Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.**

Data Sharing

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

All data, including customer PII, collected, used, and disclosed by partners will be subject to the following:

- ❖ Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- ❖ The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- ❖ All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- ❖ All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- ❖ Customer data may be shared with other programs, for those programs' purposes, within the VA Career Works system only after the informed written consent of the individual has been obtained, where required.
- ❖ Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- ❖ All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All one-stop center and partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records

Confidentiality

All parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect the confidentiality policies and legal requirements of all of the other Parties.

Each party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

Referrals

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- ❖ Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the West Piedmont Region VA Career Works system,
- ❖ Develop materials summarizing their program requirements and making them available for Partners and customers,
- ❖ Develop and utilize common intake, eligibility determination, assessment, and registration forms,
- ❖ Provide substantive referrals – in accordance with the XYZ Local WDA Referral Policy – to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- ❖ Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- ❖ Commit to robust and ongoing communication required for an effective referral process, and
- ❖ Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

Accessibility

Accessibility to the services provided by the VA Career Works centers and all Partner agencies is essential to meeting the requirements and goals of the local service delivery system. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

Physical Accessibility

One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

Virtual Accessibility

The LWDB will work with the VA Workforce Development Board (VA WDB) to ensure that job seekers,

For more information, please refer to the U.S. Department of Labor's Office of Disability Employment Policy's website at <https://www.dol.gov/odep/topics/CommunicationsAccess.htm>.

workers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.

Partners should either have their own web presence via a website and/or the use of social media, or work out a separate agreement with the local board to post content through its website.

Communication Accessibility

Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

Programmatic Accessibility

All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status,

or on the basis of any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

All Partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all VA Career Works programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices must be available to ensure physical and programmatic accessibility within the local service delivery system.

Outreach

The LWDB and its Partners will develop and implement a strategic outreach plan that will include, at a minimum:

- ❖ Specific steps to be taken by each partner,
- ❖ An outreach plan to the region's human resources professionals,
- ❖ An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- ❖ An outreach and recruitment plan for out-of-school youth,
- ❖ Sector strategies and career pathways,
- ❖ Connections to registered apprenticeship,
- ❖ A plan for messaging to internal audiences,
- ❖ An outreach tool kit for Partners,
- ❖ Regular use of social media,
- ❖ Clear objectives and expected outcomes, and
- ❖ Leveraging of any statewide outreach materials relevant to the region.

Non-Discrimination and Equal Opportunity

All parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.

The parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

Responsibilities of the Parties

All parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The parties acknowledge the West Piedmont Region and the one-stop operator have no responsibility and/or liability for any actions of the one-stop center employees, agents, and/or assignees. Likewise, the parties have no responsibility and/or liability for any actions of the LWDB or the one-stop operator. Nothing herein will be construed as a waiver of the sovereign immunity of the Commonwealth of Virginia.

Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

Drug and Alcohol-free Workplace

All parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

Certification Regarding Lobbying

All parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

Debarment and Suspension

All parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

Priority of Service

All parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

Buy American Provision

Each Party that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the "Buy American Act.") and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

Salary Compensation and Bonus Limitations

Each party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, and Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

Non-Assignment

Except as otherwise indicated herein, no party may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other parties.

Governing Law

This MOU will be construed, interpreted, and enforced according to the laws of the Commonwealth of Virginia. All parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

Dispute Resolution

The following section details the dispute resolution process designed for use by the partners when unable to successfully reach an agreement necessary to execute the MOU. (Note: This is separate from the LWDA Customer Grievance and Complaint Management Policy.) A disagreement is considered to have reached the level of dispute resolution when an issue arises out of the development and negotiation of an MOU that is not easily coming to a point of resolution. It is the responsibility of the LWDB Chair (or designee) to coordinate the MOU dispute resolution to ensure that issues are being resolved appropriately. Any party to the MOU may seek resolution under this process.

- ❖ All parties are advised to actively participate in Local negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally.
- ❖ Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the LWDB Chair (or designee) and all parties to the MOU regarding the conflict within 10 business days.
- ❖ The LWDB Chair (or designee) shall place the dispute on the agenda of a special meeting of the LWDB's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Disputes shall be resolved by a 2/3 majority consent of the Executive Committee members present.
- ❖ The decision of the Executive Committee shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the partner agencies.
- ❖ The right of appeal no longer exists when a decision is final. Additionally, final decisions will not be precedent-setting or binding on future conflict resolutions unless they are officially stated in this procedure.
- ❖ The Executive Committee must provide a written response and dated summary of the proposed resolution to all Parties to the MOU.
- ❖ The LWDB Chair (or designee) will contact the petitioner and the appropriate parties to verify that all are in agreement with the proposed resolution.

Modification Process

1. Notification of Partners

When a partner wishes to modify the MOU, the partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s).

2. Discussion/Negotiation

Upon notification, the LWDB Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the parties. If the proposed modification is extensive and is met with opposition, the LWDB Chair (or designee) may need to call a meeting of the parties to resolve the issue. Upon agreement of all parties, a modification will be processed.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the LWDB, wherein the new party assumes all of the rights and obligations of the original

party. Upon execution, the LWDB Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

If determined that a partner is unwilling to agree to the MOU modification, the LWDB Chair (or designee) must ensure that the process in the Dispute Resolution section as outline above is followed.

3. Signatures

The LWDB Chair (or designee) must immediately circulate the MOU modification and secure partner signatures. The modified MOU will be considered fully executed once all signatories have reviewed and signed.

The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the LWDB Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other Parties.

Effective Period

This MOU is entered into as of July 1, 2019 and shall expire no later than June 30, 2022, unless any of the reasons in the Termination section apply.

Termination

This MOU will remain in effect until the end date specified in the Effective Period section, unless:

- ❖ All parties mutually agree to terminate this MOU prior to the end date.
- ❖ Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- ❖ WIOA is repealed or superseded by subsequent federal law.
- ❖ Local area designation is changed under WIOA.
- ❖ A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the LWDB Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

In the event of termination, the parties to the MOU must convene within thirty (30) days¹ after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by following the modification process identified in the Modification Process section above. All Parties agree that this MOU shall be reviewed not less than once every year to ensure appropriate funding and delivery of services.

¹ The time period incorporated here, and throughout this Example MOU, is for hypothetical purposes only. Neither WIOA nor its implementing regulations impose such a requirement.

RESOURCE SHARING AGREEMENT

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the LWDA VA Career Works Centers. The Parties to this MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the Resource Sharing Agreement (RSA) is to develop the overarching parameters in establishing a funding mechanism that:

- ❖ Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area;
- ❖ Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among partners (thereby improving each program's effectiveness);
- ❖ Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs;
- ❖ Ensures that costs are appropriately shared by VA Career Works partners by determining contributions based on the proportionate use of the one-stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance;
- ❖ Outlines and describes infrastructure costs; and,
- ❖ Describes additional costs (career services and shared services)²

The partners consider this RSA the master budget that is necessary to maintain the LWDA's high-standard VA Career Works system. Furthermore, the Resource Sharing Agreement (RSA) will be the actual document that reflects each partner's shared cost, or contribution, of funding the LWDA local VA Career Works Center(s) pursuant to the provisions of this MOU and its subparts.

LWDB and partners must complete the VA LWDA One-Stop Center Budget and Cost Allocation Template, for each Center. Once completed, this document(s) will be accepted by all parties as the RSA, or per federal grant language, the Infrastructure Funding Agreement (IFA). These two acronyms (RSA & IFA) are interchangeable. RSA will be reviewed on an annual basis, recognized as a separate agreement to this MOU and that all parties may announce their consensus of the RSA through the exchange of correspondence between the LWDB and partners or by some other agreed upon procedure. There is no required IFA for each of the two (2) Affiliate Center Sites, as shown on Attachment C.

All costs will be allocated according to partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The VA Career Works RSA is expected to be transparent and negotiated among partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

² Additional Costs: WIOA Section 121(i)(1) / Final Rule 678.760

RSA Timeline

Cost Allocation Methodology

Within the one-stop system, a variety of allocation methods may be used as agreed upon by the partners, which reflect the best measure of benefit received by the partner programs. The VA LWDA One-Stop Center Budget and Cost Allocation template only provides the following three options: (1) number of partner *program positions* dedicated to the one-stop center services; (2) *square feet occupied* by partner program staff; and (3) *number of one-stop center customers* served by partner program.

Cost Reconciliation and Allocation Base Update

All parties agree that a quarterly reconciliation of budgeted and actual costs and update of the allocation bases will be completed in accordance with the following process:

- ❖ Partners will provide the LWDB with the following information no later than thirty (30) days³ after the end of each quarter, as applicable:
 - ✓ Quarterly cost information and documentation of the actual costs,
 - ✓ Updated staffing information (per the 1st day of a new program year and the 1st day of each subsequent quarter), and
 - ✓ Updated square feet occupied, and
 - ✓ Actual customer participation numbers (per the last day of the last month of each quarter).
- ❖ Upon receipt of the above information, the LWDB, or Fiscal Agent, will provide a RSA – Financial Status Report on or before 45 days after the end of the quarter.

INFRASTRUCTURE FUNDING

Infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the VA Career Works Center(s) including, but not limited to:

- ❖ Rental of the facilities;
- ❖ Utilities and maintenance;
- ❖ Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- ❖ Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

³ The time period incorporated here, and throughout this Example MOU, is for hypothetical purposes only. Neither WIOA nor its implementing regulations impose such a requirement.

All Parties to this MOU and separate RSAs for the Center(s) recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the center or not.⁴ Each partner's contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance.

Partners

Partners funding the costs of infrastructure according to the RSA are the same as identified in the RSA separate agreement for the Center(s).

Cost Allocation Methodology

All Parties agree that the cost allocation methodology for the costs of one-stop infrastructure will be the same as described in the [Cost Allocation Methodology](#) section of the MOU, subpart Resource Sharing Agreement.

Cost Reconciliation and Allocation Base Update

All Parties agree that the cost reconciliation and allocation base update for the infrastructure costs will be the same as described in the [Cost Reconciliation and Allocation Base Update](#) section of the MOU, subpart Resource Sharing Agreement.

⁴ When a local board has determined that a required program is not represented in the local workforce area (i.e., local area), then there is no requirement to include that program in the MOU. *For Example:* If there are no employment and training activities carried out by the Department of Housing and Urban Development (HUD) in the local area, then HUD would not be required to be a partner in that local workforce service delivery system. Thus HUD would not be a party to that local MOU. **Note:** It must be articulated in the MOU that a required program(s) is not available in the local area.

Attachment A: Definitions

One-Stop Delivery System

The one-stop delivery system (herein also referred to as the VA Career Works Service Delivery System) brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

[20 CFR 678.300(a); 34 CFR 361.300(a); and 34 CFR 463.300(a)]

Infrastructure Costs

Non-personnel costs that are necessary for the general operation of the one-stop center, including but not limited to applicable facility costs (such as rent), costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities), and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities. Common identifier costs may be considered as costs of one-stop infrastructure.

[WIOA sec. 121(h)(4); 20 CFR 678.700(a)-(b); 34 CFR 361.700(a)-(b); and 34 CFR 463.700(a)-(b)]

Additional Costs

Shared operating costs and shared services costs may include costs of shared services that are authorized for and may be commonly provided through the one-stop Partner programs, including initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services, referrals to other one-stop Partners, and business services.

[WIOA sec. 121(i)(2); 20 CFR 678.760(b); 34CFR 361.760(b); 34 CFR 463.760(b); and TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 4-5, Attachment II)]

Resource Sharing Agreement (RSA)

The resource sharing agreement (RSA) of VA Career Works Center(s) is the financial plan that the one-stop partners, the CEO, and the Local WDB have agreed to in the MOU that will be used to achieve their goals of delivering services in a local area. The MOU must contain, among other things, provisions describing how the costs of shared services provided by the one-stop system and the operating costs of such system will be funded, including the infrastructure costs for the one-stop system (WIOA sec. 121(c)(2)(A) and 20 CFR 678.500(b)).

The RSA may be considered the master budget that contains a set of resource sharing agreement budgets (RSA) or components that consist of costs that are specifically identified in the statute: infrastructure costs, defined in WIOA sec. 121(h)(4); and additional costs which must include applicable career services and may include shared operating costs and shared services that are related to the operation of the one-stop delivery system and do not constitute infrastructure costs. These additional costs are described in WIOA sec. 121(i). The resource sharing agreement must be periodically reconciled against actual costs incurred and adjusted accordingly. This reconciliation helps to ensure that the budget reflect a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in

proportion to the partner's use of the one-stop center and relative benefit received. The one-stop operating budget may be further refined by the one-stop partners, as needed, to assist in tracking their contributions. It may be necessary at times to separate the budget of a comprehensive one-stop center from a specialized one-stop center or an affiliate one-stop center.

One-Stop operating costs include Infrastructure costs and additional costs, which are made up of applicable career service, shared operating costs and shared services.

[TEGL 17-16, RSA TAC 17-03, and OCTAE Program Memo 17-3, Infrastructure Funding of the One-Stop Delivery System (pp. 3-4)]

Funding Types

Cash

- ❖ Cash funds provided to the Local WOB or its designee by one-stop Partners, either directly or by an interagency transfer, or by a third party.

Non-Cash⁵

- ❖ Expenditures incurred by one-stop Partners on behalf of the one-stop center; and
- ❖ Non-cash contributions or goods or services contributed by a Partner program and used by the one-stop center.

Third-Party In-Kind

- ❖ Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop Partner to:
- ❖ Support the one-stop center in general; or
- ❖ Support the proportionate share of one-stop infrastructure costs of a specific partner.

[20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760]

Allocation

Allocation means the process of assigning a cost, or a group of costs, to one or more cost objective(s), in reasonable proportion to the benefit provided or other equitable relationship. The process may entail assigning a cost(s) directly to a final cost objective or through one or more intermediate cost objectives.

[2 CFR 200.4]

Cost Objectives

Cost objective means a program, function, activity, award, organizational subdivision, contract, or work unit for which cost data are desired and for which provision is made to accumulate and measure the cost of processes, products, jobs, capital projects, etc. A cost objective may be a major function of the non-federal entity, a particular service or project, a federal award, or an indirect (Facilities & Administrative (F&A)) cost activity, as described in Subpart E—Cost Principles of this Part. See also 2 CFR §§ 200.44 Final cost objective and 200.60 Intermediate cost objective.

⁵ The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

Attachment B: Partner Program Services

Partner Program: Virginia Employment Commission	
Website: http://www.vec.virginia.gov/	
Partner Program - Signatory Authority (Name, Job Title, email):	
Ellen Marie Hess, Commissioner EllenMarie.Hess@vec.virginia.gov	
Partner Program Local Area Contact (Name, Job Title, email and telephone number):	
Lucius Chandler, Jr., Manager (Danville) Lucius.Chandler@vec.virginia.gov , (434) 549-8220	
Sharon Barksdale, Manager (Martinsville) Sharon.Barksdale@vec.virginia.gov , (276) 634-3600	
Kimberly McIvor, District Manager Kimberly.McIvor@vec.virginia.gov , (434) 947-2052	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Danville and Martinsville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed):	
Wagner-Peyser Act	
<ul style="list-style-type: none"> – Provide basic career services and individualized career services for job seekers and workers – Initial assessment of skill levels, aptitudes, abilities, and supportive service needs – Conduct outreach regarding local workforce system’s services and products – Provide access to labor market information and assist with the interpretation of this 	

information relating to local, regional, and national labor market areas, including job vacancy listings, information on job skills necessary to obtain the jobs, and information relating to local occupations in demand and their earnings, skill requirements, and opportunities for advancement for such occupations

- **Conduct outreach and assist employers fill their workforce needs with qualified job seekers**
- **Provide customized recruitment and job applicant screening and referral services**
- **Conduct job fairs, use one-stop cent facilities for recruiting and interviewing job applicants**
- **Post job vacancies in the state labor exchange system and take and fill job orders**
- **Provide information regarding workforce development initiatives and programs**
- **Develop, convene, or implement industry or sector partnerships**
- **Conduct intake, outreach, and orientation to the information services, programs, tools and resources available through the workforce system**
- **Referral to training services**
- **Information on the availability of supportive services and referral to such as appropriate**

Unemployment Insurance

- **Provide information and services related to Unemployment Insurance taxes and claims**

Jobs for Veterans State Grant (JVSG)

- **Provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment**
- **Conduct outreach and assist employers fill their workforce needs with job seeking Veterans**

Rapid Response

- **Respond to announcements of layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers to ensure rapid reemployment and to minimize the negative impacts of the layoff**

Trade Adjustment Assistance (TAA)

- **The TAA Program is a federal program established under the Trade Act that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The program develops On-the-Job Training (OJT) contracts**
- **Provide occupation skills training through Individual Training Accounts (ITAs)**
- **Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals**

Reemployment Services and Eligibility Assessments (RESEA)

- **Provide specialize assessments of skill levels and service needs**
- **Review of Unemployment Insurance**
- **Development of an individual employability plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals**
- **Referral to training services and reduction in duration of UI benefits**

Foreign Labor Certification

- **Process H-2A and H-2B foreign labor applications, conduct employer housing inspections, conduct prevailing wage and practice surveys, and conduct employer outreach for foreign labor programs**

Migrant Seasonal Farmworker Services

- **In and out of area job search and placement assistance**
- **Conduct outreach activities with growers and other employers**

Attachment B: Partner Program Services

Partner Program: ROSS IES Website: https://www.rossworks.com/	
Partner Program - Signatory Authority (Name, Job Title, email): Shawn Brenner CEO (US) SBrenner@rossprov.com	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Natalie Hodge Project Director nhodge@rossworks.com 276-634-3613	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (Indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence – Danville and Martinsville
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): <ul style="list-style-type: none"> • Resume Development • Tutorials 	

• **Skills Assessment**

• **Workshops**

• **Hands-on Assistance**

• **Training Services**

Partner Program: Department of Social Services –Pittsylvania County

Website: <https://www.dss.virginia.gov/>

Partner Program - Signatory Authority (Name, Job Title, email):

Christopher R. Spain

Director

christopher.spain@dss.virginia.gov

Partner Program Local Area Contact (Name, Job Title, email and telephone number):

Christopher R. Spain

Director

christopher.spain@dss.virginia.gov

(434) 432-7281

**List of Services to be Made Available Through the
Virginia Career Works Center(s)**

Partner will participate in the following manner (indicate Center Name and type of contact):

1. Permanent Presence and Service Provision	Permanent Presence -- Chatham
2. Itinerant Presence and Service Provision	
3. Service Provision Only	

List services to be made available below (add additional pages if needed):

Attached.

Services Offered

Apply for Food Assistance

Learn more about the food assistance programs, including food stamps, available in Virginia. Apply for the Supplemental Nutrition Assistance Program (SNAP), Electronic Benefit Transfer (EBT) and more.

Apply for Social Services Benefits

The Virginia Department of Social Services develops and administers programs that provide timely and accurate income support benefits and employment services to families and individuals in the Commonwealth. These social services programs available through CommentHelp help assist citizens as they transition from dependency on public assistance programs to self-sufficiency.

Child Care Assistance

The Child Care Subsidy Program provides financial assistance to eligible families to help pay for the cost of child care so they can work or attend education or training programs. The Child Care Subsidy Program services are child-centered and family-focused and support the broader objective of strengthening families' goals of economic self-sufficiency and quality early educational programs for their children.



Child Support Assistance

The Division of Child Support Enforcement (DCSE) helps locate noncustodial parents, establish paternity, collect monies owed to the children of Virginia.

Apply for TANF

The Temporary Assistance for Needy Families (TANF) program provides eligible families with a monthly cash payment to meet their basic needs.

Foster Care & Adoption

The Virginia Department of Social Services is committed to providing stability for all youth in foster care. Foster parenting involves providing a nurturing and supportive home to a child or sibling group on a temporary basis until the child or sibling group can be reunified with their prior custodian, placed with a relative or as a last option, placed for adoption.

Partner Program: Department of Social Services – Henry-Martinsville

Website: <https://www.dss.virginia.gov/>

Partner Program - Signatory Authority (Name, Job Title, email):

Amy Rice

Director

Amy.w.rice@dss.virginia.gov

Partner Program Local Area Contact (Name, Job Title, email and telephone number):

Amy Rice

Director

Amy.w.rice@dss.virginia.gov

(434) 432-7281

**List of Services to be Made Available Through the
Virginia Career Works Center(s)**

Partner will participate in the following manner (indicate Center Name and type of contact):

1. Permanent Presence and Service Provision	Permanent Presence – Martinsville
2. Itinerant Presence and Service Provision	
3. Service Provision Only	

List services to be made available below (add additional pages if needed):

Attached.

Services Offered

Apply for Food Assistance

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Apply for Social Services Benefits

The Virginia Department of Social Services develops and administers programs that provide timely and accurate income support benefits and employment services to families and individuals in the Commonwealth. These social services programs available through CommonHelp help assist citizens as they transition from dependency on public assistance programs to self-sufficiency.

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Attachment B: Partner Program Services

Partner Program: Department of Social Services – City of Danville Website: https://www.dss.virginia.gov/	
Partner Program - Signatory Authority (Name, Job Title, email): John Moody Director John.moody@dss.virginia.gov	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): John Moody Director John.moody@dss.virginia.gov 434-799-6537	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence – Danville
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): Attached.	

Services Offered

Apply for Food Assistance

Learn more about the food assistance programs, including food stamps, available in Virginia. Apply for the Supplemental Nutrition Assistance Program (SNAP), Electronic Benefit Transfer (EBT) and more.

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The Child Care Subsidy Program provides financial assistance to eligible families to help pay for the cost of child care so they can work or attend education or training programs. The Child Care Subsidy Program services are child-centered and family-focused and support the broader objective of strengthening families' goals of economic self-sufficiency and quality early childhood programs for their children.

Foster Care & Adoption

The Virginia Department of Social Services is committed to providing stability for all youth in foster care. Foster parenting involves providing a nurturing and supportive home to a child or sibling group on a temporary basis until the child or sibling group can be reunified with their prior custodian, placed with a relative or as a last option, placed for adoption.



Child Support Assistance

The Division of Child Support Enforcement (DCSE) helps locate noncustodial parents, establish paternity, collect monies owed to the children of Virginia.

Attachment B: Partner Program Services

<p>Partner Program: Goodwill SCSEP</p> <p>Website: https://www.goodwillvalleys.com/</p>	
<p>Partner Program - Signatory Authority (Name, Job Title, email):</p> <p>Mary Ann Gilmer Vice President of Mission Services mgilmer@goodwillvalleys.com</p>	
<p>Partner Program Local Area Contact (Name, Job Title, email and telephone number):</p> <p>Lisa Anderson Program Specialist landerson@goodwillvalleys.com 276-634-3603</p>	
<p>List of Services to be Made Available Through the Virginia Career Works Center(s)</p>	
<p>Partner will participate in the following manner (Indicate Center Name and type of contact):</p>	
<p>1. Permanent Presence and Service Provision</p>	<p>Permanent Presence – Martinsville</p>
<p>2. Itinerant Presence and Service Provision</p>	
<p>3. Service Provision Only</p>	
<p>List services to be made available below (add additional pages if needed):</p> <p>Attached.</p>	



“I may have gotten a late start, but now I’m ready to go out on my own. It’s time to start my future.”

- Durwin Bonds, SCSEP Participant
at Goodwill Industries of the
Valleys (Roanoke)

**Let Goodwill help
you return to the
workforce!**

To see if the program is a good fit for you, contact:
info@goodwillvalleys.com or (540) 581.0620 option 1.

Goodwill® proudly participates in the Senior Community Service Employment Program (SCSEP), a national employment and training program funded by the U.S. Department of Labor. A \$20,871,372 million grant from the U.S. Department of Labor provided 90 percent of the funding for Goodwill’s SCSEP programs in the program year 2018. Goodwill provided the remaining 10 percent through in-kind contributions worth \$2,330,152.44. See <http://www.goodwill.org/scsep/> for funding details.



“ Goodwill®
listened when
we said we
wanted to
work.”





Yes, I want to refresh my job skills and get paid while I train.”

If you are 55 years of age or older, have a low income*, and want to get back into the workforce, Goodwill can help. Get paid while learning new skills through the Senior Community Service Employment Program (SCSEP) at Goodwill.

Contact Goodwill today! Let Goodwill help you get on-the-job training. We will connect you with a local nonprofit or another community service agency, where you will get paid to build work experience. Then, Goodwill will help you take the skills you have learned and advance into permanent employment.

Goodwill® proudly participates in the Senior Community Service Employment Program (SCSEP), a national employment and training program funded by the U.S. Department of Labor. A \$20,971,372 million grant from the U.S. Department of Labor provided 90 percent of the funding for Goodwill's SCSEP programs in the program year 2018. Goodwill provided the remaining 10 percent through in-kind contributions worth \$2,330,152.44. See <http://www.goodwill.org/scsep/> for funding details.



Here's what to expect when you contact Goodwill:

- An initial assessment to determine if you meet the program criteria.
- An evaluation of your skills and interests.
- Placement with a local nonprofit or government agency.
- Paid, on-the-job training; typically 20 hours per week.
- Job-seeking and support services to help you earn a job you deserve.

Possible Training Sites
Past participants have been placed in a wide variety of community positions, including:

- Social service nonprofits
- Schools and libraries
- Daycare and senior centers
- Government agencies
- Health care centers

Attachment B: Partner Program Services

<p>Partner Program: Community Recovery Program</p> <p>Website: https://www.piedmontcsb.org</p>	
<p>Partner Program - Signatory Authority (Name, Job Title, email):</p> <p>Lisa Smith Program Manager lismith@piedmontcsb.org</p>	
<p>Partner Program Local Area Contact (Name, Job Title, email and telephone number):</p> <p>Lisa Smith Program Manager lismith@piedmontcsb.org 276-638-0438</p>	
<p>List of Services to be Made Available Through the Virginia Career Works Center(s)</p>	
<p>Partner will participate in the following manner (indicate Center Name and type of contact):</p>	
<p>1. Permanent Presence and Service Provision</p>	<p>Permanent Presence - Martinsville</p>
<p>2. Itinerant Presence and Service Provision</p>	
<p>3. Service Provision Only</p>	
<p>List services to be made available below (add additional pages if needed):</p> <p>Attached.</p>	

Prevention Connection



Piedmont Community Services

Programs for Youth

- **Too Good for Drugs** is a primary prevention program that provides experiential learning activities to promote healthy choices, decision-making, goal setting, peer pressure, and ATOD education in 4th and 5th grade classes in Martinsville and Henry County and 4th, 6th, 8th, and 9th grade classes in Franklin County. This program is offered through a grant from the Virginia Foundation for Healthy Youth and the Harvest Foundation.
- **RELATE (Relationship Education Leading Adolescents Towards Empowerment)** is an interactive program, providing teens with opportunities to discuss and process the aspects of a healthy dating relationship. High school students in 10th, 11th, and 12th grade are trained in the summer to facilitate five sessions to all 9th grade health classes.
- **SOS (Signs of Suicide)** is a suicide prevention program facilitated in the 9th grade health classes and in 7th grade classes. This is a one-time program that gives information on the signs of depression, how get help, and how to help friends. There is a video and discussion followed by a depression screen assessment tool, which allows prevention specialists to detect risk factors for depression/suicide in teens. Depression screens can be administered if desired.
- **Problem Identification and referral services** are provided to students at risk for developing problems who are referred to Prevention Specialists. Skill building activities, small groups, information dissemination, and resources for students in middle and high schools are provided.
- **FACE IT** is a program offered through the Alternative programs for first-time offenders of substance abuse policies. This program provides 8 weeks of substance abuse education and requires parents to attend two sessions.
- **Support Group Services** are offered by Prevention Specialists who provide skill building activities, small groups, information dissemination, and resources for students in middle and high school. Groups are held for 8 weeks each with topics including social skills, anger management, study skills, self-esteem building, and others as needed.
- **CHILL (Communities Helping to Improve Local Lives)** is a youth task force consisting of volunteer high school students who are making positive choices. A 3-day training program provides education about the dangers of ATOD use, along with presentation skills and leadership training. The group meets monthly throughout the school year and participates in activities and events aimed at presenting positive alternatives for youth.
- **JV CHILL** is offered to 7th and 8th grade students to promote positive choices in their schools and communities. They meet monthly and are provided with training opportunities throughout the year.



Programs for Parents and Caregivers

- **Strengthening Families** is a program presented weekly for 14 weeks twice yearly. It is designed for families with children ages 6-11. Families who attend are provided with a meal, classes, childcare and character building activities for younger children, family fun nights, and stipends for perfect attendance. These weekly sessions give families an opportunity to strengthen their commitment to one another while improving their communication skills. This program is offered through a grant from the Department of Behavioral Health and Disability Services.
- **STEP (Systematic Training for Effective Parenting)** is a 7-session program for parents and caregivers of children of any age. Provided on a recurring basis daytime and evening.
- **Caught in the Middle** is for parents who are seeking a change in parental custody status. The program consists of 4 hours, is sanctioned by the Supreme Court of Virginia and is offered monthly for 2 hours on two separate nights. This program has a fee.

Programs for Community Members

- **ASIST (Applied Suicide Intervention Skills Training)** is a 14-hour training for suicide prevention.
- **MHFA (Mental Health First Aid)** is an 8-hour training offered to the public to recognize mental health issues and how to respond. There are two separate programs – one focusing on adult issues and one on youth issues.
- **SAFE TALK** is a 3 hour training to provide community members with skills needed to address suicide risk.
- **Drug-Free MHC** is a coalition of agency representatives, parents, and citizens who meet monthly to coordinate and implement environmental strategies developed by the committees and coalition members for the reduction of substance abuse and support of treatment and recovery programs in Martinsville and Henry County. This is a community task force that gathers professionals and volunteers to work together on creating a more positive environment for young people by supporting a decrease in availability of ATOD while offering constructive alternatives.
- **FRESH (Focus on Response and Education to Stay Healthy)** - This is a community coalition that gathers professionals and volunteers to work together on creating a more positive environment for young people by supporting a decrease in availability of ATOD while offering constructive alternatives. This group serves youth by providing events, parenting tips and other programs aimed at bringing about an ATOD and violence free community. FRESH sponsors positive messages in the media, including billboards and newspaper ads to help create an environment that encourages productive values and choices for our young people.
- **Speakers Bureau:** Prevention Specialists can provide presentations on a variety of topics for school personnel, parents, civic organizations. Some topics include: bullying, social media, stress management, and parenting topics.



Attachment B: Partner Program Services

<p>Partner Program: STEP, Inc</p> <p>Website: https://www.stepincva.com/</p>	
<p>Partner Program - Signatory Authority (Name, Job Title, email):</p> <p>Marc Crouse</p> <p>Executive Director</p> <p>Marc.crouse@stepincva.com</p>	
<p>Partner Program Local Area Contact (Name, Job Title, email and telephone number):</p> <p>Marc Crouse</p> <p>Executive Director</p> <p>Marc.crouse@stepincva.com</p> <p>540-483-5142</p>	
<p>List of Services to be Made Available Through the Virginia Career Works Center(s)</p>	
<p>Partner will participate in the following manner (Indicate Center Name and type of contact):</p>	
1. Permanent Presence and Service Provision	Permanent Presence - Martinsville
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
<p>List services to be made available below (add additional pages if needed):</p> <ul style="list-style-type: none"> • Early Head Start and Head Start; • Youth services <ul style="list-style-type: none"> - LIFES Academy and Project Discovery • Senior Services <ul style="list-style-type: none"> - Meals on Wheels, transportation • Supportive Services 	

- Re-entry, homelessness prevention
- **Housing and weatherization**
- **Financial services**
 - Tax preparation assistance, financial education, individual development accounts

Attachment B: Partner Program Services

Partner Program: Southern Area Agency on Aging Website: http://www.southernaaa.org/	
Partner Program - Signatory Authority (Name, Job Title, email): Teresa Fontaine Executive Director tcfontaine@southernaaa.org	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Teresa Fontaine tcfontaine@southernaaa.org 276-632-6442	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (Indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Danville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed):	
Information and Assistance Help with identifying services to meet the particular needs of an older person, and assistance, if needed, with arranging services. Information on a wide variety of age-related topics.	
Senior Employment Services Job training and placement for people age 55 and older who meet the program's federal income guidelines.	

Transportation

To senior lunch sites, medical appointments, and grocery shopping.

Meals Served at Senior Lunch Sites

(called "congregate meals")

Recreation Activities

At senior centers and other central locations.

Health Promotion Activities

Such as group exercise, walking clubs, health awareness programs, nutrition counseling, "Chronic Disease Self Management Education" workshops, "Diabetes Self Management Education" workshops, and falls prevention program "A Matter of Balance".

Home Repair

Small jobs, and small modifications for safety and accessibility.

Insurance Counseling

About Medicare, Medicaid, Medicare Supplements, Medicare Prescription Drug Plans and long-term care insurance policies.

Emergency Services

Provides limited financial assistance for basic needs.

Adult Day Care

Stipends to help people with low income afford the cost of Adult Day Care.

Home-Delivered Meals

A hot lunch delivered on weekdays. Other types of meals like shelf stable and frozen meals are provided in some areas.

Personal Care

Help with bathing, dressing, grooming, and ambulation. Average level of service is two hours per day, two days per week.

Respite Care

Offers the caregiver a few hours off from the care of a family member who is age 60 and older. Average level of service is three hours, one day per week. Additional hours of respite may be available for the care of someone with Alzheimer's disease.

Care Coordination

Connects older people with a variety of services and resources that they need to stay well and independent.

Chore

Help with heavy household tasks and general maintenance of the home.

Long-Term Care Ombudsman

An advocate who resolves problems for people receiving long-term care. This includes people who live in nursing homes, assisted living facilities and people who receive home health services at home. The Ombudsman also provides information about long-term care.

Legal Assistance

For older citizens (who meet the program's federal income guidelines) in certain types of civil matters, such as consumer issues; housing problems; public benefits (e.g. Medicaid, Medicare, Social Security); pensions and retirement health benefits.

Mobility Management Services

Voucher Program (local non-emergency medical transportation), Miles 4 Vets (wheelchair-accessible transportation for veterans to Salem VA Medical Center and Danville Community-Based Outpatient Clinic), and Volunteer Driver Program (out-of-town non-emergency medical transportation). Programs serve people of all ages.

Attachment B: Partner Program Services

Partner Program: DARS Website: https://www.vadars.org	
Partner Program - Signatory Authority (Name, Job Title, email): Kathryn Hayfield Commissioner Kathryn.hayfield@dars.virginia.gov	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Tora Terry tora.terry@dars.virginia.gov 434-549-8213	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Danville and Martinsville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): Attached.	



DARS
 VIRGINIA DEPARTMENT FOR AGING
 AND REHABILITATIVE SERVICES

Our Mission

To improve the employment, quality of life, security, and independence of older Virginians, Virginians with disabilities, and their families.

The **Division of Rehabilitative Services** offers vocational rehabilitation to assist people with disabilities to prepare for, secure, retain or regain employment. You may be eligible for these services if you have a physical, mental or emotional disability; this disability keeps you from working; you live, work or attend school in Virginia; and DRS certifies that there is a good chance that these services will result in your employment.



DARS works with many **Community Partners** and businesses to assist individuals with disabilities in achieving their goals of employment and/or independence.

- Brain Injury Services
- Centers for Independent Living
- Employment Services Organizations
- Virginia Assistive Technology System
- ATLFA
- One-Stop Workforce Centers
- Ticket to Work/Employment Networks
- High schools and higher education



Vocational rehabilitation counselors may provide or assist with:

- Physical and mental restoration
- Vocational evaluation/career exploration
- Vocational/Job training
- Job placement assistance
- Situational assessment
- Job development/job coaching



Assistive technology devices, services or accommodations may help consumers live and work independently. Services and supports are also available to businesses to improve workplace accessibility. DARS can help identify potential resources for obtaining equipment through the Virginia Assistive Technology System, the Assistive Technology Loan Fund Authority and Centers for Independent Living.



The **Wilson Workforce and Rehabilitation Center** provides comprehensive, integrated medical and vocational rehabilitation services to enhance an individual's independence and employability. Its on-campus staff provide counselling, vocational evaluation and training, medical rehabilitation/clinical therapy services, driver education and life skills training.





DARS | VIRGINIA DEPARTMENT FOR AGING
AND REHABILITATIVE SERVICES

The **Division for Community Living** administers programs that support older or vulnerable adults and individuals with significant disabilities to maximize their independence, employment and inclusion into society.

Our Disability Programs services include:

- Brain Injury Services Coordination
- Community Rehabilitation Case Management Services
- Dementia Services Coordination
- Independent Living Services
- Personal Assistant Services

Our Aging Programs serve older Virginians. DARS is committed to having livable communities for those who want to age in place or transition from facilities to community settings with long-term supports and services. They include:

- Information and referral
- Caregiver support
- Congregate and home-delivered meals
- Chronic disease self-management
- Virginia Insurance Counseling and Assistance Program (VICAP)
- Virginia GrandDriver
- Public guardianship and conservator program
- Councils on Aging, Alzheimer's Disease and Public Guardianship

No Wrong Door is a virtual system and statewide network of shared resources designed to streamline access to long term services and supports – connecting individuals, providers and communities across the Commonwealth.

The **Adult Protective Services Division** oversees local programs that investigate reports of abuse, neglect and exploitation of older or incapacitated adults. A variety of health, housing, social and legal services may be arranged to stop or prevent mistreatment. Services may include home-based care, transportation, adult day services, adult foster care, nutrition services and legal intervention.

The **Office of the State Long-Term Care Ombudsman** advocates for older persons receiving long-term care services. Local ombudsmen provide information, advocacy, complaint counseling and assistance in resolving care problems.

Disability Determination Services
DDS processes claims for federal benefits under the Social Security Disability Insurance and Supplemental Security Income Disability Programs. Virginia's DDS offices process approximately 85,000 in-state claims for benefits and about 15,000 claims for residents of other states each year.



For more information about DARS, visit www.vadars.org
8004 Franklin Farms Dr., Henrico, VA 23229
800-552-5019 | TTY dial 711

Connect with us



Attachment B: Partner Program Services

Partner Program: Danville Community College Website: https://danville.edu	
Partner Program - Signatory Authority (Name, Job Title, email): Dr. Jacqueline Gill Powell President jackie.gillpowell@danville.edu	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Shannon Hair Vice President of Institutional Advancement & Development Executive Director DCC Educational Foundation Email: shair@dcc.vccs.edu Telephone: (434) 797- 8495	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (Indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Danville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): 2D Art Design Printing <ul style="list-style-type: none"> • Business Management - Graphic Imaging Management Specialization • Commercial Art • Digital Art & Design • Digital Imaging and Photography • Graphic Communications 	

- Graphic Imaging Technology
- Printing Technology

Air Conditioning

- Air Conditioning & Refrigeration
- Air Conditioning & Refrigeration Servicing

Allied Health - Short Term programs

- Emergency Medical Services

Automotive

- Automotive Analysis & Repair

Beverage Food Hospitality

- Brewing, Distillation, & Fermentation-Career Studies Certificate
- Food Service Management Trainee-Career Studies Certificate
- Hospitality and Food Service - Career Studies Certificate

Business Management

- Business Management - Graphic Imaging Management Specialization

Cosmetology

- Cosmetology

Electrical Electronics

- Electrical / Electronic Equipment Servicing
- Electrical / Electronics Engineering Technology
- Electrical Concepts

- **Electronic Concepts**
- **Industrial Electrical and Electronic Principles Certificate**

Industrial Maintenance Pathways

- **Maintenance Mechanics Certificate**

Precision Integrated Machining Pathways

- **Machining Skills**
- **Precision Machining Technology**

Welding

- **Advanced Welding-CSC**
- **Basic Welding-CSC**
- **Welding**
- **Welding Technology Certificate**

Attachment B: Partner Program Services

Partner Program: Pittsylvania County Community Action Website: http://www.pccainc.org	
Partner Program - Signatory Authority (Name, Job Title, email): Everlena Ross Executive Director eross@pccainc.org	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Everlena Ross Executive Director eross@pccainc.org Phone: 434-432-8250	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (Indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Martinsville and Danville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): <ul style="list-style-type: none"> • Volunteer Income Tax Assistance (VITA) Program • Virginia Cares, Inc. is designed to assist ex-offenders in becoming productive citizens. Our focus is stabilization with employment and career counseling while assisting with basic essentials, such as housing, transportation, etc. Job readiness workshops and support group meetings are also provided. 	

- **SouthWest Cares - Providing assistance to returning citizens, focusing on stabilization with employment and career counseling while assisting with education, housing, transportation.**
- **Assist low-income clients with indoor water**
- **Assist eligible clients with emergency home repairs**
- **Assist disabled and handicap persons with emergency need ramps and handicap railings**

**Pittsylvania County
Community Action, Inc.**

PCCA Inc. Administrative Office

P.O. Box 1119 **434.432.8250**
348 North Main Street
Chatham, Virginia 24531

Head Start 434.432.8911

514 North Main Street
Chatham, Virginia 24531

Senior Nutrition 434.432.9232

514 North Main Street
Chatham, Virginia 24531

Senior Services Center 434.432.9545

508 North Main Street
Chatham, Virginia 24531

**PCCA Inc. Community Services
Center**

434.432.5627

18 South Main Street
Chatham, Virginia 24531

Weatherization

**TANF (Temporary Assistance to Needy Families)
Section-8**

PCCA Inc. Community Action

Danville

211 Nor Dan Drive, Suite 1055 **434.793.5627**

Danville, Virginia 24540

VITA – Tax Program

Summer Feeding Program

VACARES –Ex-Offender Program

SOUTH WEST CARES

HOWPA Program

TANF (Temporary Assistance to Needy Families)

Project Discovery

**Administrative Office
P.O. Box 1119
348 North Main Street
Chatham, Virginia 24531**



**Administration
Phone: 434-432-8250
Fax: 434-432-3729
Website: www.pccainc.org**

PITTSYLVANIA

COUNTY

COMMUNITY

ACTION

INC.



***Our Mission
To provide opportunities for
individuals and families to
overcome barriers, gain self-
sufficiency, and improve
quality of life.***



HOUSING SERVICES

WEATHERIZATION

- ♥ A program that provides low-income families to permanently reduce their energy bills by making their home more energy efficient.

SECTION 8

- ♥ A housing choice voucher assisting low-income families, the elderly and disabled to afford decent, clean rental housing.

INDOOR PLUMBING & REHABILITATION PROGRAM

- ♥ Provides for no interest loans to low-income homeowners whose dwellings lack basic functions.

SOUTHEAST RURAL R-CAP

- ♥ Assist low-income clients with indoor water.

EMERGENCY HOME REPAIR

- ♥ Assist eligible clients with emergency home repairs.

ACCESSIBILITY AND REHABILITATION PROGRAM

- ♥ Assist disability and handicap persons with emergency need ramps and handicap railings.

ELDERLY SERVICES

SENIOR NUTRITION (MEALS ON WHEEL)

- ♥ Provides low cost nutritionally sound meals to elderly citizens who are physically unable to prepare their own meals and to live an independent life in their home.

SENIOR SERVICES

- ♥ Provides seniors the choice of continuing to live an independent life by providing congregate meal sites, specialized transportation fitness and healthy living programs.

CHILDREN AND YOUTH SERVICES

HEAD START

- ♥ A pre-school child development program that provides comprehensive services to children and families with a focus on school readiness. The program also provides services to children with disabilities.

SUMMER FEEDING PROGRAM

- ♥ Serves nutritional meals to children ages 18 and under to children at DRHA, Boys and Girls Club, Vacation Bible Schools in our service area. Objective of the program is to offer nutritious meals during times that schools are out to children who might not otherwise have access to an adequate lunch.

PROJECT DISCOVERY

- ♥ Provides sophomores, juniors and seniors high school students in Pittsylvania County with educational and cultural activities to encourage exposure to post secondary education.

VACARES & SOUTHWEST CARES

- ♥ Provides assistance to EX-Offenders to become productive citizens. The focus is stabilization with employment and career counseling while assisting with education, housing, career counseling and transportation.

TANF (Temporary Assistance for Needy Families)

- ♥ Provides families in crisis situations with available resources including utility/rental assistance in Danville, Martinsville, Henry County and Pittsylvania County

VITA (Volunteer Income Tax Assistance)

- ♥ Provide free federal and state tax return preparation for eligible clients.

HOPWA (HOUSING OPPORTUNITIES for Persons with HIV/AIDS)

- ♥ HOPWA is a program that provides emergency as well as long term housing and supportive services to individuals living with HIV or AIDS in Danville, Pittsylvania County, Halifax County, Mecklenburg County and Brunswick County.



Attachment B: Partner Program Services

Partner Program: Adult Education Website: http://www.wprae.com	
Partner Program - Signatory Authority (Name, Job Title, email): Stacey Wright Administrator Email: stacey.wright@frco.k12.va.us	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Stacey Wright Administrator Email: stacey.wright@frco.k12.va.us Phone: (540) 484-1281	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Martinsville and Danville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): Attached	

Attachment B: Partner Program Services

Partner Program: Patrick Henry Community College Website: http://www.ph.vccs.edu	
Partner Program - Signatory Authority (Name, Job Title, email): Dr. Angellne Godwin President agodwin@patrickhenry.edu	
Partner Program Local Area Contact (Name, Job Title, email and telephone number): Rhonda Hodges Vice President, Workforce, Economic and Community Development Email: rhodges@patrickhenry.edu Phone: 276-656-0256	
List of Services to be Made Available Through the Virginia Career Works Center(s)	
Partner will participate in the following manner (Indicate Center Name and type of contact):	
1. Permanent Presence and Service Provision	Permanent Presence (Martinsville)
2. Itinerant Presence and Service Provision	
3. Service Provision Only	
List services to be made available below (add additional pages if needed): FastForward Program (Formally Workforce Credentials Grant or WCG) Fastforward is a short-term training that leads to industry credentials based on the needs of local employers. Most programs take between 6 and 12 weeks.	
Eligible Workforce Training Programs: <ul style="list-style-type: none"> • CDL Tractor Trailer Training • Certified Nurse Aide (CNA) • Certified Billing and Coding Specialist w/ Microsoft Office 	

- Registered Medication Aide
- Cisco Certified Network Associate (CCNA)
- Community Dental Health Coordinator
- Dental Assisting Program
- Certified Clinical Medical Assistant
- Core-Introductory Craft Skills
- Certified Production Technician
- Electrical Groundsman
- HOPE Customer Service
- HOPE Food Service
- HVAC Level 1 - 4
- Manufacturing Training
- Plumbing Level 1 - 4
- Phlebotomy Technician
- Siemens SMSCP Level 1 (Mechatronics Boot Camp)
- Veterinary Assistant

Attachment C: Affiliate Center Site Cost

The use of the sites below is provided to the system at no cost. Therefore, there is no separate Infrastructure Funding Agreement required.

Stuart (Affiliate)

Antonio Logon, One-stop Manager	276.694-6542
108 West Blue Ridge St. Stuart, VA 24171	alogan@rossworks.com
8:30-5:00 M-F	www.vcwwestpiedmont.com

Chatham (Affiliate)

Antonio Logon, One-stop Manager	434.433-2266
220 McGhee St. Chatham VA 24531	alogan@rossworks.com
8:30-5:00 M-F	www.vcwwestpiedmont.com

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Ellen Marie Hess, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.

Ellen Marie Hess
Signature

12/05/2019
Date

Ellen Marie Hess, Commissioner
Print Name and Title

Virginia Employment Commission
Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, DEBRA P. BUCHANAN, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.

Debra P. Buchanan
Signature

12-3-19
Date

DEBRA P. BUCHANAN
Print Name and Title

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Shawn Brenner, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

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- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.



Signature

11/25/19

Date

Shawn Brenner, Chief Executive Officer

Print Name and Title

Ross Innovative Employment Solutions Corp.

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Stacey Wright, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

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- three (3) years from effective date or
- Upon modified termination, whichever occurs earlier.

Stacey Wright
Signature

12/4/19
Date

Stacey Wright - Reg. Program Manager
Print Name and Title

West Piedmont Reg. Adult Education
Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Angeline D. Godwin , certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

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- ❖ This MOU July 1, 2019

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- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.

 Angeline D. Godwin
Signature

 12.4.19
Date

Angeline D. Godwin

President

 Patrick Henry Community College
Print Name and Title

Patrick Henry Community College

 Patrick Henry Community College
Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, MARC CROUSE, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

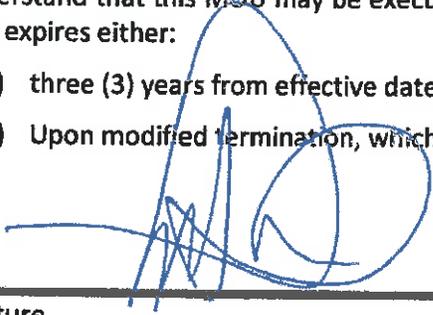
- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.



Signature _____

12/3/19

Date _____

MARC CROUSE, EXECUTIVE DIRECTOR

Print Name and Title _____

STEP, INC.

Agency Name _____

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Mary Ann Gilmer, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- three (3) years from effective date or
- Upon modified termination, whichever occurs earlier.



Signature

12/6/19

Date

Mary Ann Gilmer, Vice President of Mission Services

Print Name and Title

Goodwill Industries of the Valleys

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, TERESA C. FONTAINE, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.

Teresa C. Fontaine
Signature

12/4/19
Date

TERESA C. FONTAINE, EXECUTIVE DIRECTOR
Print Name and Title

Southern AREA Agency on Aging
Agency Name

20-092

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Kathryn Hayfield, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.

Kathryn Hayfield
Signature

12/20/19
Date

Kathryn Hayfield, Commissioner

Print Name and Title

Department for Aging & Rehabilitative Services

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, CHRISTOPHER R. SPAW, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- three (3) years from effective date or
- Upon modified termination, whichever occurs earlier.

Chris Spaw

Signature

12/11/19

Date

CHRISTOPHER R. SPAW

Print Name and Title

DIRECTOR

PENNSYLVANIA CO DSS

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Lisa Thompson, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.



Signature

12/15/19

Date

Lisa Thompson Assistant Director-BP

Print Name and Title

Henry-Martinsville DSS

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Everlena B. Ross, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.

Everlena B. Ross

Signature

12-10-19

Date

Everlena B. Ross, Executive Director

Print Name and Title

Pittsylvania County Community Action, Inc.

Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Guy P. Stanley, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- three (3) years from effective date or
- Upon modified termination, whichever occurs earlier.

Guy P. Stanley
Signature

11-22-19
Date

Guy P. Stanley - CEO, INTERIM
Print Name and Title

WPWDB
Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, _____, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

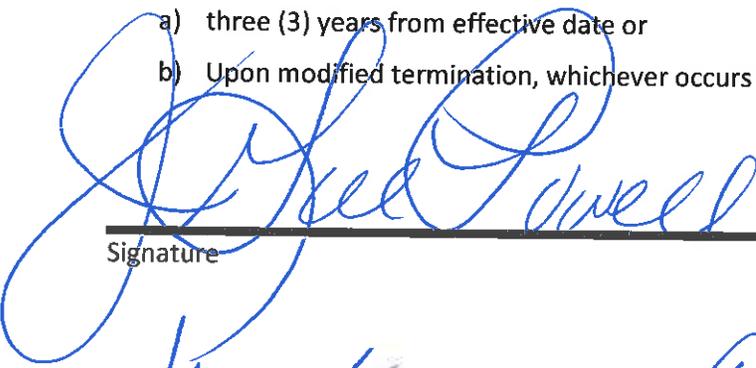
- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- a) three (3) years from effective date or
- b) Upon modified termination, whichever occurs earlier.



Signature



Date



Print Name and Title



Agency Name

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Brian G. Preston, certify that I have read the information contained in this One-Stop Center MOU, July 1, 2019. All of my questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

- ❖ This MOU July 1, 2019

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ This MOU July 1, 2019

I understand that this MOU may be executed in counterparts, each being considered an original, and that this MOU expires either:

- three (3) years from effective date or
- Upon modified termination, whichever occurs earlier.



Signature

1/28/2020

Date

BRIAN G. PRESTON, Executive Director

Print Name and Title

Piedmont CSB

Agency Name

One-Stop Center Name:

Virginia Career Works: Danville Workforce Center

PARTNER ENTITY or PARTNER PROGRAM	# OF POSITIONS	% of Total	SQUARE FEET OCCUPIED	% of Total	Customers Receiving Service	% of Total
VEC - Employment Services (Wagner-Peyser)	8.50	22.67%	889.00	19.83%	8.50	29.82%
WIOA Title I Adult	2.00	5.33%	200.00	4.46%	2.00	7.02%
WIOA Title I Dislocated Worker	1.00	2.67%	100.00	2.23%	1.00	3.51%
WIOA Title I Youth	2.00	5.33%	220.00	4.91%	2.00	7.02%
VEC - Jobs for For Veterans State Grant	1.00	2.67%	105.00	2.34%	1.00	3.51%
Trade Act (VEC)	0.00	0.00%		0.00%		0.00%
DARS Title IV	9.00	24.00%	1,737.00	38.75%		0.00%
DOE - Adult Ed	1.00	2.67%	64.00	1.43%	1.00	3.51%
DOE - Perkins		0.00%		0.00%		0.00%
DSS - SNAP		0.00%		0.00%		0.00%
DSS - TANF	1.00	2.67%	100.00	2.23%	1.00	3.51%
Pathways /Promise Grant	1.00	2.67%	120.00	2.68%	1.00	3.51%
Danville Community College	1.00	2.67%	100.00	2.23%	1.00	3.51%
Pittsylvania County Community Action	8.00	21.33%	688.00	15.35%	8.00	28.07%
WPWDB	1.00	2.67%	160.00	3.57%	1.00	3.51%
SAAA	1.00	2.67%	0.00	0.00%	1.00	3.51%
F		0.00%		0.00%		0.00%
G		0.00%		0.00%		0.00%
H		0.00%		0.00%		0.00%
I		0.00%		0.00%		0.00%
J		0.00%		0.00%		0.00%
K		0.00%		0.00%		0.00%
TOTALS:	37.50	100.00%	4483.00	100%	28.50	100%

List each partner's programs providing service through Virginia's Career Works Center; if the allocation is for a Comprehensive Center, at minimum, all partner programs as required by the Virginia Combined State Plan must be included.

-Once program is inserted in Column A row within table above, the balance of the spreadsheets will be automatically populated with the program name information. The balance of the spreadsheets should be formatted appropriately to display the information.

Square Foot 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.

OF POSITIONS are the # of staff that each program has dedicated to the One-Stop Center. The # OF POSITIONS are represented in full time position equivalence in relation to 40 hour workweeks. The formula to determine the # to enter is: **# of hours per week that a program staffs the One-Stop Center/40 (full time workweek hours)**.

Customers Receiving Service are the # of people served by each program either at, or through the One-Stop Center. Includes customers received by the One-Stop Center who received services from multiple programs. These customers will be counted by each program serving them.

SHARED COSTS BY PARTNER OR PARTNER PROGRAM
ONE-STOP CENTER NAME:

Virginia Career Works: Danville Workforce Center

	BUDGET/ EXPENSE	VEC - Employment Services (Wagner-Peyser) Adult	WIOA Title Dislocated Worker	WIOA Title Youth	VEC - Jobs for Veterans State Grant	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Perkins SNAP	DSS - TANF	Pathways /Promise Grant	Danville Community College	Pittsylvania County Community Action	WPWDB	SAAA	TOTALS:
Staff Costs:																
Salaries	\$37,571	\$8,516	\$2,004	\$2,004	\$1,002	\$9,017	\$1,002	\$1,002	\$1,002	\$1,002	\$1,002	\$9,015	\$1,002	\$1,002	\$1,002	\$37,571
Benefits	\$8,600	\$1,949	\$459	\$459	\$229	\$2,064	\$229	\$229	\$229	\$229	\$229	\$1,835	\$229	\$229	\$229	\$8,600
INFRASTRUCTURE COSTS																
Facility Costs:																
Rent	\$166,024	\$32,923	\$7,407	\$8,148	\$3,469	\$64,328	\$2,370	\$2,370	\$3,703	\$4,444	\$4,444	\$3,703	\$25,480	\$5,925		\$166,024
Utilities (Garbage)	\$1,841	\$365	\$82	\$80	\$43	\$713	\$28	\$28	\$41	\$49	\$49	\$41	\$283	\$66		\$1,841
Maintenance Contracts																
Repairs																
Security	\$363	\$72	\$16	\$18	\$9	\$141	\$5	\$5	\$8	\$10	\$10	\$8	\$56	\$13		\$363
Property Tax																
Furniture & Fixtures																
Other (Itemize below)																
Equipment/Communication Costs:																
Computer Hardware	\$1,310	\$297	\$70	\$70	\$35	\$314	\$35	\$35	\$35	\$35	\$35	\$279	\$35	\$35	\$35	\$1,310
Computer Software																
Data Plan																
Telephone Equipment																
Telephone Service Fees	\$9,330	\$2,783	\$655	\$655	\$327											\$9,330
Cell Phones																
Copier Equipment	\$5,554	\$1,259	\$296	\$296	\$148	\$1,333	\$148	\$148	\$148	\$148	\$148	\$148	\$148	\$148	\$148	\$5,554
Fax Equipment																
Fax Service Fees																
Other Operations:																
Contract: One-Stop Operator																
General Supplies	\$1,163	\$264	\$62	\$62	\$31	\$279	\$31	\$31	\$31	\$31	\$31	\$248	\$31	\$31	\$31	\$1,163
Freight & Messenger																
Printing (Outreach, Community Awareness, Signage)																
Other Outside Services (Itemize below)																
Recruiting/Outreach																
Marketing/Community Awareness																
Staff Training																
Staff Travel																
TOTAL COSTS	\$231,756	\$48,428	\$11,050	\$11,801	\$5,713	\$78,190	\$4,174	\$4,174	\$5,525	\$6,276	\$6,276	\$39,999	\$7,777	\$1,773	\$1,773	\$231,756

- 1 Allocation based on number of staff
- 2 Allocation based on square feet occupied
- 3 Allocation based on number of customers served

suggested allocation method (see color key above).
Partners may agree on a different basis for
allocation, as long as it is appropriately supportable
and applied consistently. If a different allocation
method is applied, the percentages on the Partner
Information tab must be revised to reflect the
agreed on basis.

TOTAL COSTS BY PARTNER OR PARTNER PROGRAM

ONE-STOP CENTER NAME:

Virginia Career Works: Danville Workforce Center

	VEC - Employment Services (Wagner-Peyser)	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	VEC - Jobs for Veterans State Grant	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Adult Perkins	DSS - SNAP	DSS - TANF	Pathways / Promise Grant	Danville Community College	Pittsylvania County Community Action	WPWDB SAAA	TOTALS:
Staff Costs:																
Salaries	\$8,516	\$2,004	\$1,002	\$2,004	\$1,002		\$9,017	\$1,002	\$1,002	\$1,002	\$1,002	\$1,002	\$8,015	\$1,002	\$1,002	\$37,571
Benefits	\$1,949	\$469	\$229	\$469	\$229		\$2,064	\$229	\$229	\$229	\$229	\$229	\$1,835	\$229	\$229	\$8,600
INFRASTRUCTURE COSTS																
Facility Costs:																
Rent	\$32,923	\$7,407	\$3,703	\$8,148	\$3,889		\$64,328	\$2,370	\$3,703	\$3,703	\$4,444	\$4,444	\$25,480	\$5,925		\$166,024
Utilities (Garbage)	\$365	\$82	\$41	\$80	\$43		\$713	\$26	\$41	\$41	\$49	\$49	\$283	\$66		\$1,841
Maintenance Contracts																
Repairs																
Security	\$72	\$16	\$8	\$18	\$9		\$141	\$5	\$8	\$8	\$10	\$10	\$56	\$13		\$363
Property Tax																
Furniture & Fixtures																
Other (Itemize below)																
Equipment/Communication Costs:																
Computer Hardware	\$1,310	\$297	\$70	\$70	\$35		\$314	\$35	\$35	\$35	\$35	\$35	\$279	\$35	\$35	\$1,310
Computer Software																
Data Plan																
Telephone Equipment																
Telephone Services Fees	\$9,330	\$2,793	\$655	\$655	\$327		\$327	\$327	\$327	\$327	\$327	\$327	\$2,619	\$327	\$327	\$9,330
Cell Phones																
Copier Equipment	\$1,259	\$296	\$148	\$296	\$148		\$1,393	\$148	\$148	\$148	\$148	\$148	\$1,185	\$148	\$148	\$5,554
Fax Equipment																
Fax Service Fees																
Other Operations:																
Contract: One-Stop Operator																
General Supplies	\$1,163	\$264	\$62	\$62	\$31		\$279	\$31	\$31	\$31	\$31	\$31	\$248	\$31	\$31	\$1,163
Freight & Messenger																
(Outreach, Community Awareness, Signage)																
Other Outside Services (Itemize below)																
Recruiting/Outreach																
Marketing/Community Awareness																
Staff Training																
Staff Travel																
TOTAL COSTS	\$48,428	\$11,050	\$5,525	\$11,801	\$5,713		\$78,190	\$4,174	\$5,525	\$5,525	\$6,276	\$6,276	\$39,989	\$7,717	\$1,373	\$231,756
PARTNER RATIO	20.9%	4.8%	2.4%	5.1%	2.5%		33.7%	1.8%	2.4%	2.4%	2.7%	2.7%	17.3%	3.4%	0.8%	100.0%

OK!

Allocated costs, Direct and Indirect, must equal the amount on the One-Stop Center Budget spreadsheet (1st sheet in this workbook)

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Ellen Marie Hess certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

Ellen Marie Hess

Signature

12/05/2019

Date

Ellen Marie Hess, Commissioner

Print Name and Title

Virginia Employment Commission

Agency Name

**West Piedmont Region – Danville One-Stop Site IFA -
July 1, 2019 to June 30, 2020**

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Shawn Brenner certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- a) 1 year from effective date or June 30, 2020
- b) Upon modified termination, whichever occurs earlier.



Signature

11/25/19

Date

Shawn Brenner, Chief Executive Officer

Print Name and Title

Ross Innovative Employment Solutions Corp

Agency Name

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Stacey Weigt certify that I have read the information contained in this Infrastructure Funding Agreement Danville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

This IFA Modification as outlined/described below:

#254 will be paid towards shared costs

I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Danville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

Stacey Weigt
Signature

12/4/19
Date

Stacey Weigt - Reg. Program Manager
Print Name and Title

YOUR AGENCY Name West Piedmont Reg. Adult Ed.
Agency Name

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, TERESA C. FONTAINE certify that I have read the information contained in this Infrastructure Funding Agreement Danville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

This IFA Modification as outlined/described below:

SAAA is in Agreement to pay \$542 towards
Shared Costs.

I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Danville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

Teresa C. Fontaine
Signature

12/4/19
Date

TERESA C. Fontaine, Executive Director
Print Name and Title

Southern Area Agency on Aging
YOUR AGENCY Name
Agency Name

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, John Moody certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

John Moody
Signature

11/26/19
Date

John L. Moody Director
Print Name and Title

Danville Department of Social Services
Agency Name

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Everlena B. Ross certify that I have read the information contained in this Infrastructure Funding Agreement **Danville** One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement **Danville** One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

Everlena B. Ross

Signature

12-10-2019

Date

Everlena B. Ross, Executive Director

Print Name and Title

YOUR AGENCY Name

Agency Name

Pittsylvania County Community Action, Inc.

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Guy P. Stanley certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

Guy P. Stanley
Signature

11-22-19
Date

Guy P. Stanley - INTERIM CEO
Print Name and Title

YOUR AGENCY Name WPNDB
Agency Name

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

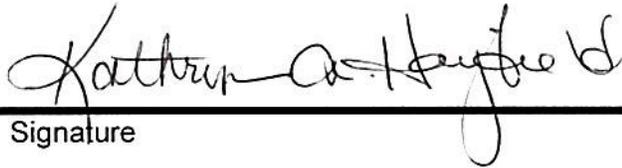
By signing my name below, I, Kathryn Hayfield certify that I have read the information contained in this Infrastructure Funding Agreement Danville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

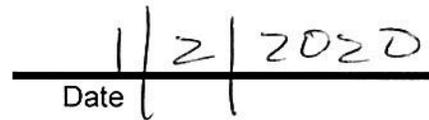
By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Danville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.


Signature


Date

Kathryn Hayfield, Commissioner

Print Name and Title

**Department for Aging & Rehabilitative
Services**

Agency Name

West Piedmont Region – Danville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

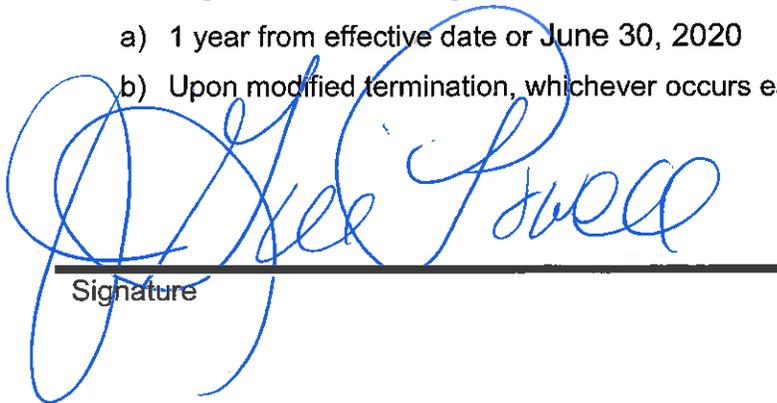
By signing my name below, I, Jacqueline Gill Powell certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.



Signature



Date

Jacqueline Gill Powell

President

Print Name and Title

Danville Community College

Agency Name

One-Stop Center Name:

Virginia Career Works: Martinsville Workforce Center

PARTNER ENTITY or PARTNER PROGRAM	# OF POSITIONS	% of Total	SQUARE FEET OCCUPIED	% of Total	Customers Receiving Service	% of Total
VEC - Employment Services (Wagner-Peyser)	6.00	20.69%	1,924.00	37.27%	6.00	28.57%
WIOA Title I Adult	2.00	6.90%	400.00	7.75%	2.00	9.52%
WIOA Title I Dislocated Worker	1.00	3.45%	200.00	3.87%	1.00	4.76%
WIOA Title I Youth	2.00	6.90%	320.00	6.20%	2.00	9.52%
VEC - Unemployment Insurance	0.00	0.00%	160.00	3.10%		0.00%
Trade Act (VEC)	1.00	3.45%	80.00	1.55%	1.00	4.76%
DARS Title IV	8.00	27.59%	897.00	17.38%		0.00%
DOE - Adult Ed	1.00	3.45%	64.00	1.24%	1.00	4.76%
DOE - Perkins		0.00%		0.00%		0.00%
DSS - SNAP		0.00%		0.00%		0.00%
DSS - TANF	1.00	3.45%	100.00	1.94%	1.00	4.76%
Pathways/Promise Grant	1.00	3.45%	120.00	2.32%	1.00	4.76%
Patrick Henry Community College	1.00	3.45%	100.00	1.94%	1.00	4.76%
Community Action Agency	1.00	3.45%	100.00	1.94%	1.00	4.76%
WPWDB	1.00	3.45%	417.00	8.08%	1.00	4.76%
Community Recovery Program	1.00	3.45%	100.00	1.94%	1.00	4.76%
Goodwill SCSEP	1.00	3.45%	100.00	1.94%	1.00	4.76%
VEC-Jobs for Veterans State Grant	1.00	3.45%	80.00	1.55%	1.00	4.76%
H		0.00%		0.00%		0.00%
I		0.00%		0.00%		0.00%
J		0.00%		0.00%		0.00%
K		0.00%		0.00%		0.00%
TOTALS:	29.00	100.00%	5162.00	100%	21.00	100%

List each partner's programs providing service through Virginia's Career Works Center; if the allocation is for a Comprehensive Center, at minimum, all partner programs as required by the Virginia Combined State Plan must be included.

-Once program is inserted in Column A row within table above, the balance of the spreadsheets will be automatically populated with the program name information. The balance of the spreadsheets should be formatted appropriately to display the information.

Square Foot 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.

OF POSITIONS are the # of staff that each program has dedicated to the One-Stop Center. The # OF POSITIONS are represented in full time position equivalence in relation to 40 hour workweeks. The formula to determine the # to enter is: **# of hours per week that a program staffs the One-Stop Center/40 (full time workweek hours)**.

Customers Receiving Service are the # of people served by each program either at, or through the One-Stop Center. Includes customers received by the One-Stop Center who received services from multiple programs. These customers will be counted by each program serving them.

DIRECT COSTS BY PARTNER OR PARTNER PROGRAM

ONE-STOP CENTER NAME: Virginia Career Works: Martinsville Workforce Center

BUDGET/ EXPENSE	Employment Services (Wagner- Payser)	WIOA Title I Adult	WIOA Title II Dislocated Worker	WIOA Title III Youth	VEC - Unemployment Insurance	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Perkins	DSS - SNAP TANF	Pathways/ Promise Grant	Patrick Henry Community College	Community Action Agency	WPWDB	Community Recovery Program	Goodwill SCSEP	VEC-Jobs for Veterans State Grant
Staff Costs:																	
Salaries																	
Benefits																	
INFRASTRUCTURE COSTS																	
Facility Costs:																	
Rent																	
Utilities (Garbage)																	
Maintenance Contracts																	
Repairs																	
Security																	
Property Tax																	
Furniture & Fixtures																	
Other (itemize below)																	
Equipment/Communication Costs:																	
Computer Hardware																	
Computer Software																	
Data Plan																	
Telephone Equipment																	
Telephone Service Fees																	
Cell Phones																	
Copier Equipment																	
Fax Equipment																	
Fax Service Fees																	
Other Operations:																	
Contract: One-Stop Operator																	
General Supplies																	
Freight & Messenger																	
each, Community Awareness, Signage)																	
Other Outside Services (itemize below)																	
Recruiting/Outreach																	
Marketing/Community Awareness																	
Staff Training																	
Staff Travel																	
TOTAL COSTS																	

SHARED COSTS BY PARTNER OR PARTNER PROGRAM
ONE-STOP CENTER NAME:

Virginia Career Works - Manassasville Workforce Center

COSTS	BUDGET/EXPENSE	Employment Services (Wagner-Peyser)	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	VEC - Unemployment Insurance	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Perkins	DSS - SNAP	DSS - TANF	Pathways/PTA Grant	Patrick Henry Community College	Community Action Agency	W/PWDB	Community Recovery Program	Goodwill/SCSEP	For Veterans State Grant	TOTALS:
Staff Costs:																				
Salaries	1 \$39,600	\$8,193	\$2,731	\$1,366	\$2,731		\$1,366	\$10,924	\$1,366	\$1,366		\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$39,600
Benefits	1 \$9,216	\$1,907	\$636	\$318	\$636		\$318	\$2,542	\$318	\$318		\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$9,216
INFRASTRUCTURE COSTS																				
Facility Costs:																				
Rent	2 \$196,888	\$69,658	\$14,482	\$7,241	\$11,585	\$5,793	\$2,896	\$32,476	\$2,317	\$3,620		\$3,620	\$4,345	\$3,620	\$3,620	\$3,620	\$3,620	\$3,620	\$3,620	\$196,888
Utilities (Garbage)	2 \$2,043	\$761	\$158	\$79	\$127	\$63	\$32	\$355	\$25	\$40		\$40	\$47	\$40	\$40	\$40	\$40	\$40	\$40	\$2,043
Maintenance Contracts																				
Repairs																				
Security	2 \$497	\$185	\$39	\$19	\$31	\$15	\$8	\$86	\$6	\$10		\$10	\$12	\$10	\$10	\$10	\$10	\$10	\$10	\$497
Property Tax																				
Furniture & Fixtures																				
Other (Itemize below)																				
Equipment/Communication Costs:																				
Computer Hardware	1 \$2,166	\$448	\$149	\$75	\$149		\$75	\$598	\$75	\$75		\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$2,166
Computer Software																				
Telephone Equipment																				
Telephone Service Fees	3 \$6,751	\$1,929	\$643	\$321	\$643		\$321		\$321	\$321		\$321	\$321	\$321	\$321	\$321	\$321	\$321	\$321	\$6,751
Cell Phones																				
Copier Equipment	1 \$4,168	\$862	\$287	\$144	\$287		\$144	\$1,150	\$144	\$144		\$144	\$144	\$144	\$144	\$144	\$144	\$144	\$144	\$4,168
Fax Equipment																				
Fax Service Fees																				
Other Operations:																				
Contract One-Stop Operator																				
General Supplies	1 \$3,036	\$628	\$209	\$105	\$209		\$105	\$838	\$105	\$105		\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$3,036
Freight & Messenger																				
Community Awareness (Signage)																				
Other Outside Services (Itemize below)																				
Recycling/Outreach																				
Marketing/Community Awareness																				
Staff Training																				
Staff Travel																				
TOTAL COSTS		\$84,572	\$19,334	\$9,867	\$16,389	\$5,871	\$5,284	\$48,968	\$4,676	\$5,998	\$6,731	\$5,998	\$17,630	\$5,998	\$5,998	\$5,998	\$5,998	\$5,998	\$5,998	\$254,365

- 1 Allocation based on number of staff
- 2 Allocation based on square feet occupied
- 3 Allocation based on number of customers served

Note: This spreadsheet allocates costs based on a suggested allocation method (see color key above). Partners may agree on a different basis for allocation, as long as it is appropriately supportable and applied consistently, if a different

TOTAL COSTS BY PARTNER OR PARTNER PROGRAM

ONE-STOP CENTER NAME: Virginia Career Works - Martinsville Workforce Center

BUDGET/EXPENSE	Employment Services (Wagner-Peyser)	WIDA Title I Adult	WIDA Title I Dislocated Worker	WIDA Title I Youth	VEC - Unemployment Insurance	Trade Act (VEC)	DARS Title IV	DOE - Adult Ed	DOE - Perkins SNAP	DSS - TANF	Pathways/Prontise Grant	Patrick Henry Community College	Community Action Agency	W/PWDB	Community Recovery Program	Goodwill SCSEP	VEC-Jobs for Veterans State Grant	TOTALS:	
Salaries	\$8,193	\$2,731	\$1,366	\$2,731		\$1,366	\$10,924	\$1,366		\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$1,366	\$39,600	
Benefits	\$1,507	\$636	\$318	\$636		\$318	\$2,542	\$318		\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$318	\$9,216	
INFRASTRUCTURE COSTS																			
Facility Costs:																			
Rent	\$69,658	\$14,482	\$7,241	\$11,565	\$5,783	\$2,896	\$32,476	\$2,917		\$3,620	\$4,345	\$3,620	\$3,620	\$15,097	\$3,620	\$3,620	\$2,896	\$186,888	
Utilities (Garbage)	\$761	\$156	\$78	\$127	\$63	\$32	\$365	\$25		\$40	\$47	\$40	\$40	\$165	\$40	\$40	\$32	\$2,043	
Maintenance																			
Repairs																			
Security	\$185	\$39	\$19	\$31	\$15	\$8	\$68	\$6		\$10	\$12	\$10	\$10	\$40	\$10	\$10	\$8	\$497	
Property Tax																			
Furniture & Fixtures																			
Other (itemize below)																			
Equipment/Communication Costs:																			
Computer Hardware	\$448	\$149	\$75	\$149		\$75	\$588	\$75		\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$2,166	
Computer Software																			
Data Plan																			
Telephone Equipment																			
Telephone Service Fees	\$1,929	\$643	\$321	\$643		\$321		\$321		\$321	\$321	\$321	\$321	\$321	\$321	\$321	\$321	\$6,751	
Call Phones																			
Copier Equipment	\$862	\$287	\$144	\$287		\$144	\$1,150	\$144		\$144	\$144	\$144	\$144	\$144	\$144	\$144	\$144	\$4,168	
Fax Equipment																			
Fax Service Fees																			
Other Operations:																			
Contract: One-Stop Operator																			
General Supplies	\$628	\$209	\$105	\$209		\$105	\$638	\$105		\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$105	\$3,036	
Freight & Messenger																			
Other Outside Services (itemize below)																			
Recruiting/Outreach																			
Marketing/Community Awareness																			
Staff Training																			
TOTAL COSTS	\$84,572	\$19,334	\$9,667	\$18,369	\$5,971	\$5,264	\$48,563	\$4,676		\$5,988	\$6,731	\$5,988	\$5,988	\$17,630	\$5,988	\$5,988	\$5,264	\$254,365	
PARTNER RATIO	33.2%	7.6%	3.8%	6.4%	2.3%	2.1%	19.5%	1.8%		2.4%	2.6%	2.4%	2.4%	6.9%	2.4%	2.4%	2.1%	100.0%	

OK! Allocated costs, Direct and Indirect, must equal the amount on the One-Stop Center Budget spreadsheet (1st sheet in this workbook)

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Ellen Marie Hess certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- c) 1 year from effective date or June 30, 2020
- d) Upon modified termination, whichever occurs earlier.

Ellen Marie Hess
Signature

12/05/2019
Date

Ellen Marie Hess Commissioner
Print Name and Title

Virginia Employment Commission
Agency Name

**West Piedmont Region – Martinsville One-Stop Site IFA
- July 1, 2019 to June 30, 2020**

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Shawn Brenner certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

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- d) Upon modified termination, whichever occurs earlier.



Signature

11/25/19

Date

Shawn Brenner, Chief Executive Officer

Print Name and Title

Ross Innovative Employment Solutions Corp

Agency Name

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Stacey Wright certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

This IFA Modification as outlined/described below:

\$285 will be paid towards shared costs

I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- c) 1 year from effective date or June 30, 2020
- d) Upon modified termination, whichever occurs earlier.

Stacey Wright
Signature

12/4/19
Date

Stacey Wright, Reg. Program Manager
Print Name and Title

YOUR AGENCY Name West Piedmont Regional Adult Ed.

**West Piedmont Region – Martinsville One-Stop Site IFA
- July 1, 2019 to June 30, 2020**

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Angeline D. Godwin, certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- c) 1 year from effective date or June 30, 2020
- d) Upon modified termination, whichever occurs earlier.

Angeline D. Godwin
Signature

12/4/19

Date

Angeline D. Godwin

President

Print Name and Title

YOUR AGENCY Name

Patrick Henry Community College

Agency Name

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Marc Crouse certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

This IFA Modification as outlined/described below:

We will agree to pay 10% of shared cost to support our partnership, which is \$636.

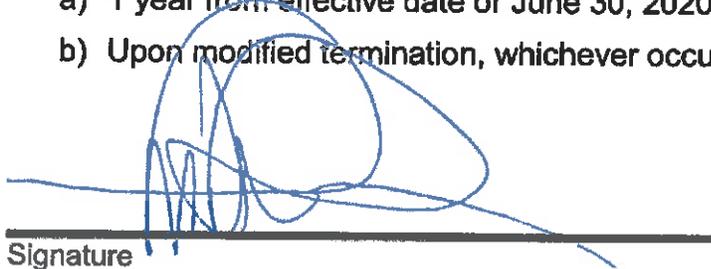
I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.

Signature



12/2/19

Date

Marc Crouse, Executive Director

Print Name and Title

STEP, Inc

Agency Name

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Greg Preston certify that I have read the Information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

This IFA Modification as outlined/described below:

We will agree to the yearly rent amount, which is \$3,620. This will be our shared cost. (Annual Cost.)

I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.



Signature

12/4/19

Date

Greg Preston

Print Name and Title

 Piedmont Community Services

Agency Name

- Office Staff Support
- Addressessments
- Logo on Flyers
- Office Space
- Telephone/Fax
- Offer Employment Related Trainings + Groups
- Coordination of Services

 12/4/19

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Mary Ann Gilmer certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ☐ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- a) 1 year from effective date or June 30, 2020
- b) Upon modified termination, whichever occurs earlier.



12/6/19

Signature

Date

Mary Ann Gilmer, Vice President of Mission Services

Print Name and Title

Goodwill Industries of the Valleys

Agency Name

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Lisa Thompson certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

My signature certifies my understanding of the terms outlined herein and in agreement with:

This IFA Modification as outlined/described below:

We will agree to the yearly rent amount. We will take occupancy on December 1, 2019 and commence rent at that time.

I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- 1 year from effective date or June 30, 2020
- Upon modified termination, whichever occurs earlier.



Signature

12/15/19

Date

Lisa Thompson Assistant Director-BP

Print Name and Title

Henry-Martinsville DSS

Agency Name

**West Piedmont Region – Martinsville One-Stop Site IFA
- July 1, 2019 to June 30, 2020**

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

By signing my name below, I, Guy P. Stanley certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- c) 1 year from effective date or June 30, 2020
- d) Upon modified termination, whichever occurs earlier.

Guy P. Stanley
Signature

11-22-19
Date

Guy P. Stanley - Interim CEO
Print Name and Title

WPWDB
YOUR AGENCY Name
Agency Name

West Piedmont Region – Martinsville One-Stop Site IFA - July 1, 2019 to June 30, 2020

Authority and Signature

One completed, signed, and dated Authority and Signature page is required for each signatory official.

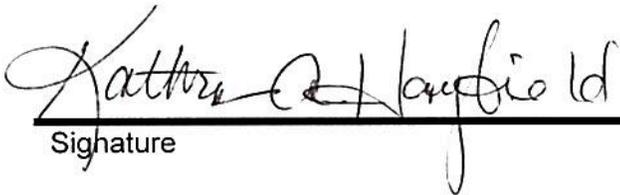
By signing my name below, I, Kathryn Hayfield certify that I have read the information contained in this Infrastructure Funding Agreement Martinsville One-Stop Center dated July 1, 2019. All questions have been discussed and answered satisfactorily.

By signing this document, I also certify that I have the legal authority to bind my agency (outlined below) to the terms of:

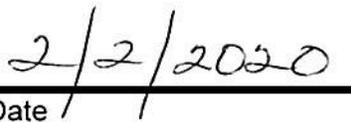
- ❖ Infrastructure Funding Agreement Martinsville One-Stop Center.

I understand that this Infrastructure Funding Agreement (IFA) may be executed in counterparts, each being considered an original, and that this IFA expires either:

- a) 1 year from effective date or June 30, 2020
- b) Upon modified termination, whichever occurs earlier.



Signature



Date

Kathryn Hayfield, Commissioner

Print Name and Title

**Department for Aging & Rehabilitative
Services**

Agency Name

In Demand Occupations List

SOC	Description	2015	2015 - 2020		2020	Avg. Ann. Openings	2020	2020	Med. Hrly. Earnings	Typical Entry Level Education	Work Experience Required	
		Jobs	2020 Jobs	Change	% Change		LQ	Hires				Turnover Rate
Business Services and Management												
43-4051	Customer Service Representatives	1,653	1,452	(201)	(12%)	1.09	259	1,368	97%	\$11.10	H.S. Diploma or equiv.	None
43-9061	Office Clerks, General	1,939	1,511	(427)	(22%)	1.00	210	1,021	71%	\$12.10	H.S. Diploma or equiv.	None
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	977	966	(12)	(1%)	0.88	127	514	58%	\$14.80	H.S. Diploma or equiv.	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	873	772	(100)	(12%)	1.02	101	467	63%	\$15.35	Some college, no degree	None
37-3011	Landscaping and Groundskeeping Workers	578	577	(1)	(0%)	1.00	89	281	45%	\$12.13	None	None
11-1021	General and Operations Managers	754	800	47	6%	0.72	86	370	43%	\$40.25	Bachelor's degree	5 years or more
43-1011	First-Line Supervisors of Office and Administrative Support Workers	735	670	(66)	(9%)	0.98	84	359	55%	\$21.40	H.S. Diploma or equiv.	Less than 5 years
43-4171	Receptionists and Information Clerks	513	510	(3)	(1%)	1.03	83	366	72%	\$11.39	H.S. Diploma or equiv.	None
43-3071	Tellers	303	328	25	8%	1.67	55	97	33%	\$14.04	H.S. Diploma or equiv.	None
13-2011	Accountants and Auditors	360	343	(18)	(5%)	0.53	39	168	44%	\$28.66	Bachelor's degree	None
41-9041	Telemarketers	144	117	(27)	(19%)	1.87	34	189	199%	\$12.00	None	None
43-3021	Billing and Posting Clerks	234	215	(19)	(8%)	0.98	31	125	56%	\$15.52	H.S. Diploma or equiv.	None
13-1111	Management Analysts	128	185	57	45%	0.45	29	75	34%	\$35.04	Bachelor's degree	Less than 5 years
13-1071	Human Resources Specialists	206	206	1	0%	0.67	26	175	76%	\$23.31	Bachelor's degree	None
13-1161	Market Research Analysts and Marketing Specialists	125	158	33	26%	0.48	24	91	49%	\$23.31	Bachelor's degree	None
13-1198	Project Management Specialists and Business Operations Specialists, All Other	132	169	38	28%	0.28	24	120	48%	\$29.69	Bachelor's degree	None
13-1028	Buyers and Purchasing Agents	149	138	(11)	(7%)	0.70	17	56	40%	\$24.32	Bachelor's degree	None
11-3031	Financial Managers	116	145	30	26%	0.46	17	62	34%	\$42.19	Bachelor's degree	5 years or more

37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	88	100	11	13%	1.09	16	68	58%	\$14.82	H.S. Diploma or equiv.	Less than 5 years
13-1151	Training and Development Specialists	105	103	(2)	(2%)	0.70	16	62	56%	\$23.18	Bachelor's degree	Less than 5 years
13-2072	Loan Officers	125	127	2	2%	0.90	15	47	32%	\$22.52	Bachelor's degree	None
43-6011	Executive Secretaries and Executive Administrative Assistants	157	104	(53)	(34%)	0.42	14	57	65%	\$22.20	H.S. Diploma or equiv.	Less than 5 years
11-2022	Sales Managers	68	90	22	32%	0.48	13	49	37%	\$56.33	Bachelor's degree	Less than 5 years
43-4111	Interviewers, Except Eligibility and Loan	82	72	(11)	(13%)	0.74	13	44	64%	\$14.50	H.S. Diploma or equiv.	None
43-3011	Bill and Account Collectors	107	58	(49)	(46%)	0.54	12	64	107%	\$12.40	H.S. Diploma or equiv.	None
13-1051	Cost Estimators	93	78	(15)	(16%)	0.79	10	40	50%	\$29.54	Bachelor's degree	None
Information Technology												
15-1232	Computer User Support Specialists	229	177	(52)	(23%)	0.53	29	109	56%	\$18.80	Some college, no degree	None
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	123	131	8	6%	0.20	22	87	51%	\$48.30	Bachelor's degree	None
27-1024	Graphic Designers	91	100	9	10%	0.80	17	45	41%	\$17.39	Bachelor's degree	None
15-1211	Computer Systems Analysts	96	74	(22)	(23%)	0.27	15	37	46%	\$31.75	Bachelor's degree	None
15-1244	Network and Computer Systems Administrators	133	83	(49)	(37%)	0.51	11	33	44%	\$28.75	Bachelor's degree	None
Health Care & Social Assistance												
31-1131	Nursing Assistants	1,224	986	(237)	(19%)	1.49	133	638	77%	\$12.13	Postsecondary nondegree award	None
29-1141	Registered Nurses	1,074	1,117	42	4%	0.82	80	311	27%	\$28.39	Bachelor's degree	None
29-2061	Licensed Practical and Licensed Vocational Nurses	773	671	(101)	(13%)	2.05	61	319	56%	\$19.67	Postsecondary nondegree award	None
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	212	314	102	48%	2.22	54	143	50%	\$20.09	Bachelor's degree	None
35-2012	Cooks, Institution and Cafeteria	185	197	12	6%	1.01	32	111	61%	\$12.28	None	None
31-9092	Medical Assistants	182	205	24	13%	0.61	31	115	47%	\$13.83	Postsecondary nondegree award	None
21-1093	Social and Human Service Assistants	219	200	(19)	(9%)	1.03	30	103	56%	\$13.63	H.S. Diploma or equiv.	None
29-2041	Emergency Medical Technicians and Paramedics	124	189	64	52%	1.56	30	105	47%	\$15.31	Postsecondary nondegree award	None

35-3041	Food Servers, Nonrestaurant	141	136	(4)	(3%)	1.08	25	113	87%	\$11.43	None	None
29-2052	Pharmacy Technicians	275	236	(39)	(14%)	1.25	25	97	38%	\$13.74	H.S. Diploma or equiv.	None
29-2053	Psychiatric Technicians	79	138	58	74%	3.55	23	48	37%	\$12.75	Postsecondary nondegree award	Less than 5 years
21-1021	Child, Family, and School Social Workers	153	164	11	7%	1.09	21	57	38%	\$19.93	Bachelor's degree	None
43-6013	Medical Secretaries and Administrative Assistants	141	145	4	3%	0.52	21	87	53%	\$15.85	H.S. Diploma or equiv.	None
29-1123	Physical Therapists	127	189	62	48%	1.72	20	46	26%	\$41.44	Doctoral or professional degree	None
31-9091	Dental Assistants	146	141	(6)	(4%)	0.86	20	91	64%	\$15.79	Postsecondary nondegree award	None
21-1023	Mental Health and Substance Abuse Social Workers	123	122	(1)	(1%)	2.23	19	50	45%	\$19.33	Master's degree	None
11-9111	Medical and Health Services Managers	133	157	24	18%	0.83	18	62	38%	\$42.59	Bachelor's degree	Less than 5 years
31-2021	Physical Therapist Assistants	72	98	27	37%	2.23	17	75	72%	\$28.47	Associate's degree	None
29-1292	Dental Hygienists	99	119	20	20%	1.18	16	46	38%	\$35.91	Associate's degree	None
29-1171	Nurse Practitioners	78	127	49	63%	1.36	14	36	23%	\$50.04	Master's degree	None
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	112	124	13	11%	0.80	14	46	36%	\$17.16	Postsecondary nondegree award	None
21-1022	Healthcare Social Workers	59	74	15	25%	0.91	10	37	53%	\$21.66	Master's degree	None
29-1051	Pharmacists	240	143	(97)	(40%)	1.02	10	31	21%	\$55.52	Doctoral or professional degree	None

Education

25-2021	Elementary School Teachers, Except Special Education	810	891	81	10%	1.39	82	194	21%	\$24.23	Bachelor's degree	None
25-9045	Teaching Assistants, Except Postsecondary	586	569	(18)	(3%)	0.91	67	197	33%	\$11.15	Some college, no degree	None
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	587	655	68	12%	1.42	60	135	20%	\$24.90	Bachelor's degree	None

25-1099	Postsecondary Teachers	427	439	12	3%	0.70	47	147	33%	\$23.62	Doctoral or professional degree	None
35-2012	Cooks, Institution and Cafeteria	185	197	12	6%	1.01	32	111	61%	\$12.28	None	None
25-2011	Preschool Teachers, Except Special Education	198	185	(13)	(6%)	0.79	28	82	45%	\$14.31	Associate's degree	None
35-3041	Food Servers, Nonrestaurant	141	136	(4)	(3%)	1.08	25	113	87%	\$11.43	None	None
25-2022	Middle School Teachers, Except Special and Career/Technical Education	354	293	(61)	(17%)	1.05	25	65	21%	\$25.16	Bachelor's degree	None
25-3021	Self-Enrichment Teachers	107	129	22	21%	0.69	23	47	34%	\$18.09	H.S. Diploma or equiv.	Less than 5 years
33-9091	Crossing Guards and Flaggers	26	82	55	210%	2.09	22	59	69%	\$14.21	None	None
25-2052	Special Education Teachers, Kindergarten and Elementary School	116	164	48	42%	1.95	19	34	21%	\$24.35	Bachelor's degree	None
25-3097	Tutors and Teachers and Instructors, All Other	91	114	23	25%	0.60	17	44	37%	\$22.01	Bachelor's degree	None
21-1012	Educational, Guidance, and Career Counselors and Advisors	116	127	11	10%	0.90	16	42	32%	\$25.90	Master's degree	None
11-9032	Education Administrators, Kindergarten through Secondary	127	147	20	15%	1.20	16	34	23%	\$39.34	Master's degree	5 years or more
33-9098	School Bus Monitors and Protective Service Workers, All Other	27	53	25	94%	0.79	14	48	88%	\$16.34	H.S. Diploma or equiv.	None
25-2032	Career/Technical Education Teachers, Secondary School	64	106	41	64%	3.16	13	21	20%	\$26.62	Bachelor's degree	Less than 5 years
25-4022	Librarians and Media Collections Specialists	66	85	19	29%	1.41	11	26	31%	\$25.00	Bachelor's degree	Less than 5 years
39-9041	Residential Advisors	56	50	(6)	(11%)	0.82	11	30	65%	\$14.35	H.S. Diploma or equiv.	None
25-2012	Kindergarten Teachers, Except Special Education	79	87	8	10%	1.53	10	25	30%	\$24.98	Bachelor's degree	None

Government/Public Safety

33-3012	Correctional Officers and Jailers	613	744	131	21%	3.93	102	190	25%	\$18.41	H.S. Diploma or equiv.	None
33-9032	Security Guards	281	241	(41)	(15%)	0.45	72	209	81%	\$13.53	H.S. Diploma or equiv.	None
55-9999	Military-only occupations	301	283	(18)	(6%)	0.67	40	101	33%	\$20.54	N/A	None
33-3051	Police and Sheriffs Patrol Officers	314	354	40	13%	1.07	33	70	19%	\$22.35	H.S. Diploma or equiv.	None
43-5052	Postal Service Mail Carriers	175	183	8	5%	1.25	16	49	27%	\$23.38	H.S. Diploma or equiv.	None
11-9151	Social and Community Service Managers	81	93	12	15%	1.12	12	34	40%	\$32.01	Bachelor's degree	Less than 5 years
33-1011	First-Line Supervisors of Correctional Officers	105	110	5	5%	5.28	10	22	21%	\$23.39	H.S. Diploma or equiv.	Less than 5 years
Recreation & Personal Services												
39-5012	Hairdressers, Hairstylists, and Cosmetologists	402	288	(114)	(28%)	0.89	45	45	13%	\$13.70	Postsecondary nondegree award	None
39-9032	Recreation Workers	169	151	(18)	(11%)	0.84	30	110	77%	\$12.28	H.S. Diploma or equiv.	None
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	202	219	16	8%	0.53	25	42	15%	\$29.41	Bachelor's degree	Less than 5 years
39-9031	Exercise Trainers and Group Fitness Instructors	90	106	16	18%	0.61	23	80	73%	\$13.90	H.S. Diploma or equiv.	None
41-3041	Travel Agents	38	60	22	59%	1.62	19	32	56%	\$21.75	H.S. Diploma or equiv.	None
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	65	92	27	41%	0.84	15	36	40%	\$17.67	H.S. Diploma or equiv.	Less than 5 years
27-2022	Coaches and Scouts	78	84	6	7%	0.66	15	54	60%	\$18.15	Bachelor's degree	None
27-2042	Musicians and Singers	79	77	(2)	(3%)	0.91	11	25	30%	\$21.27	None	None
Retail & Sales												
41-2031	Retail Salespersons	2,256	1,937	(319)	(14%)	0.98	318	1,483	76%	\$12.15	None	None
41-1011	First-Line Supervisors of Retail Sales Workers	872	964	92	11%	1.54	130	493	51%	\$16.74	H.S. Diploma or equiv.	Less than 5 years

41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	583	475	(108)	(18%)	0.75	60	198	37%	\$24.95	H.S. Diploma or equiv.	None
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	236	215	(21)	(9%)	0.42	41	216	88%	\$21.38	H.S. Diploma or equiv.	None
41-3021	Insurance Sales Agents	271	283	12	5%	0.72	39	88	28%	\$20.02	H.S. Diploma or equiv.	None
41-2022	Parts Salespersons	155	181	26	17%	1.57	29	103	55%	\$13.54	None	None
41-9022	Real Estate Sales Agents	124	142	18	15%	0.69	19	35	23%	\$19.48	H.S. Diploma or equiv.	None
41-1012	First-Line Supervisors of Non-Retail Sales Workers	112	118	6	5%	0.73	18	33	28%	\$23.90	H.S. Diploma or equiv.	Less than 5 years
41-3031	Securities, Commodities, and Financial Services Sales Agents	58	90	32	56%	0.42	15	31	30%	\$23.16	Bachelor's degree	None
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	50	75	25	51%	0.50	14	20	24%	\$37.79	Bachelor's degree	None
41-9099	Sales and Related Workers, All Other	38	61	23	61%	0.97	11	43	67%	\$12.50	H.S. Diploma or equiv.	None
Construction												
47-2061	Construction Laborers	473	489	16	3%	0.73	72	288	56%	\$12.76	None	None
47-2111	Electricians	219	324	105	48%	0.93	51	215	62%	\$23.78	H.S. Diploma or equiv.	None
47-2031	Carpenters	391	341	(49)	(13%)	0.69	44	150	41%	\$17.04	H.S. Diploma or equiv.	None
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	257	278	21	8%	0.84	37	159	55%	\$25.67	H.S. Diploma or equiv.	5 years or more
47-2152	Plumbers, Pipefitters, and Steamfitters	139	163	23	17%	0.71	24	94	53%	\$17.96	H.S. Diploma or equiv.	None
47-4051	Highway Maintenance Workers	165	176	11	7%	2.59	23	58	32%	\$18.42	H.S. Diploma or equiv.	None

47-2073	Operating Engineers and Other Construction Equipment Operators	154	122	(32)	(21%)	0.64	22	78	63%	\$19.21	H.S. Diploma or equiv.	None
47-2141	Painters, Construction and Maintenance	130	132	2	2%	0.69	18	60	37%	\$15.98	None	None
11-9021	Construction Managers	97	99	2	2%	0.49	11	27	22%	\$28.72	Bachelor's degree	None
Installation, Maintenance, and Repair												
49-9071	Maintenance and Repair Workers, General	711	726	16	2%	1.02	81	323	42%	\$17.92	H.S. Diploma or equiv.	None
49-3023	Automotive Service Technicians and Mechanics	583	548	(35)	(6%)	1.57	63	255	45%	\$16.17	Postsecondary nondegree award	None
49-9041	Industrial Machinery Mechanics	416	456	40	10%	2.54	61	162	32%	\$21.43	H.S. Diploma or equiv.	None
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	222	297	74	33%	1.30	38	134	50%	\$28.56	H.S. Diploma or equiv.	Less than 5 years
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	170	170	1	0%	0.98	22	85	46%	\$18.32	Postsecondary nondegree award	None
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	71	93	22	31%	0.94	17	75	72%	\$31.41	Postsecondary nondegree award	None
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	170	150	(20)	(12%)	1.15	17	65	40%	\$18.80	H.S. Diploma or equiv.	None
49-2011	Computer, Automated Teller, and Office Machine Repairers	57	66	9	16%	1.25	14	27	40%	\$16.91	Some college, no degree	None
49-9099	Installation, Maintenance, and Repair Workers, All Other	81	95	13	16%	1.02	14	53	53%	\$21.97	H.S. Diploma or equiv.	None
49-3093	Tire Repairers and Changers	86	71	(15)	(17%)	1.39	14	31	42%	\$13.10	H.S. Diploma or equiv.	None
49-3021	Automotive Body and Related Repairers	102	87	(15)	(15%)	1.19	13	38	39%	\$17.86	H.S. Diploma or equiv.	None
49-9098	Helpers--Installation, Maintenance, and Repair Workers	66	73	6	10%	1.59	13	53	72%	\$11.29	H.S. Diploma or equiv.	None

49-9052	Telecommunications Line Installers and Repairers	71	70	(2)	(2%)	1.21	13	44	54%	\$34.06	H.S. Diploma or equiv.	None
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	57	72	15	27%	0.95	11	35	47%	\$25.81	H.S. Diploma or equiv.	None
49-9043	Maintenance Workers, Machinery	72	63	(10)	(13%)	1.89	10	17	30%	\$23.89	H.S. Diploma or equiv.	None
Production												
51-2098	Miscellaneous Assemblers and Fabricators	753	699	(53)	(7%)	1.14	109	600	86%	\$13.03	H.S. Diploma or equiv.	None
51-6064	Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	154	257	102	66%	18.09	99	119	45%	\$14.58	H.S. Diploma or equiv.	None
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	459	523	64	14%	1.99	81	306	65%	\$15.37	H.S. Diploma or equiv.	None
51-1011	First-Line Supervisors of Production and Operating Workers	611	615	3	1%	2.13	74	206	31%	\$25.89	H.S. Diploma or equiv.	Less than 5 years
51-9111	Packaging and Filling Machine Operators and Tenders	425	404	(21)	(5%)	2.28	68	229	51%	\$15.35	H.S. Diploma or equiv.	None
51-9198	Helpers--Production Workers	472	371	(101)	(21%)	2.71	66	516	123%	\$13.86	H.S. Diploma or equiv.	None
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	379	296	(83)	(22%)	8.38	62	169	61%	\$13.63	H.S. Diploma or equiv.	None
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	188	214	26	14%	6.20	46	66	28%	\$18.74	H.S. Diploma or equiv.	None
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	148	215	67	45%	1.63	45	102	49%	\$17.32	H.S. Diploma or equiv.	None
51-7011	Cabinetmakers and Bench Carpenters	186	242	56	30%	4.91	44	72	39%	\$13.10	H.S. Diploma or equiv.	None
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	128	124	(4)	(3%)	13.10	44	53	42%	\$13.64	H.S. Diploma or equiv.	None

51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	439	228	(211)	(48%)	7.00	43	35	18%	\$17.14	H.S. Diploma or equiv.	None
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	182	250	69	38%	4.42	42	91	35%	\$14.45	H.S. Diploma or equiv.	None
51-4041	Machinists	253	191	(63)	(25%)	1.09	35	95	49%	\$19.13	H.S. Diploma or equiv.	None
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	286	200	(86)	(30%)	8.43	35	91	46%	\$14.02	H.S. Diploma or equiv.	None
51-6093	Upholsterers	95	164	68	72%	9.27	32	61	44%	\$13.33	H.S. Diploma or equiv.	None
51-9197	Tire Builders	224	27	(197)	(88%)	2.95	32	<10	Insf. Data	\$21.38	H.S. Diploma or equiv.	None
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	45	128	82	181%	6.48	32	186	188%	\$19.34	H.S. Diploma or equiv.	None
51-7021	Furniture Finishers	69	137	68	99%	15.82	30	46	42%	\$15.16	H.S. Diploma or equiv.	None
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	162	126	(36)	(22%)	1.66	25	47	34%	\$13.85	H.S. Diploma or equiv.	None
51-4121	Welders, Cutters, Solderers, and Brazers	149	154	5	3%	0.79	25	112	66%	\$17.70	H.S. Diploma or equiv.	None
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	166	150	(16)	(10%)	5.71	25	39	29%	\$15.95	H.S. Diploma or equiv.	None
51-9161	Computer Numerically Controlled Tool Operators	80	101	21	27%	1.49	21	43	47%	\$19.38	H.S. Diploma or equiv.	None
51-6061	Textile Bleaching and Dyeing Machine Operators and Tenders	67	67	0	0%	16.49	19	28	56%	\$14.77	H.S. Diploma or equiv.	None
51-6099	Textile, Apparel, and Furnishings Workers, All Other	74	81	6	8%	9.16	19	83	94%	\$13.23	H.S. Diploma or equiv.	None
43-5061	Production, Planning, and Expediting Clerks	187	132	(55)	(29%)	0.75	18	76	42%	\$21.38	H.S. Diploma or equiv.	None

51-3093	Food Cooking Machine Operators and Tenders	19	69	50	268%	4.67	17	44	59%	\$11.79	H.S. Diploma or equiv.	None
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	167	104	(63)	(38%)	1.50	17	43	40%	\$18.63	H.S. Diploma or equiv.	None
17-2112	Industrial Engineers	78	123	46	59%	0.92	16	34	26%	\$36.80	Bachelor's degree	None
51-9011	Chemical Equipment Operators and Tenders	78	15	(62)	(80%)	0.39	15	12	Insf. Data	\$20.17	H.S. Diploma or equiv.	None
51-5112	Printing Press Operators	125	73	(52)	(42%)	0.92	14	37	64%	\$14.51	H.S. Diploma or equiv.	None
51-9196	Paper Goods Machine Setters, Operators, and Tenders	40	63	23	56%	1.42	14	24	26%	\$17.75	H.S. Diploma or equiv.	None
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	129	56	(74)	(57%)	0.64	12	26	46%	\$16.90	H.S. Diploma or equiv.	None
51-2021	Coil Winders, Tapers, and Finishers	<10	44	Insf. Data	Insf. Data	6.95	11	<10	51%	\$16.35	H.S. Diploma or equiv.	None
51-3011	Bakers	49	53	3	6%	0.60	11	42	77%	\$11.11	None	None
51-9051	Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	65	62	(3)	(4%)	7.23	11	21	35%	\$16.10	H.S. Diploma or equiv.	None
51-3021	Butchers and Meat Cutters	107	32	(75)	(70%)	0.52	10	21	60%	\$13.69	None	None
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	68	34	(34)	(50%)	5.74	10	12	30%	\$11.53	H.S. Diploma or equiv.	None
51-8031	Water and Wastewater Treatment Plant and System Operators	135	83	(52)	(39%)	1.52	10	23	27%	\$19.41	H.S. Diploma or equiv.	None

Transportation and Warehousing

53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,811	1,648	(162)	(9%)	1.21	270	2,048	117%	\$12.40	None	None
53-7065	Stockers and Order Fillers	1,088	1,205	117	11%	1.25	185	843	67%	\$11.59	H.S. Diploma or equiv.	None
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,098	1,055	(43)	(4%)	1.11	141	562	52%	\$19.20	Postsecondary nondegree award	None
53-7051	Industrial Truck and Tractor Operators	561	612	50	9%	2.11	88	372	58%	\$17.92	None	None

43-5071	Shipping, Receiving, and Inventory Clerks	376	354	(21)	(6%)	1.10	43	153	42%	\$15.64	H.S. Diploma or equiv.	None
53-1047	First-Line Supervisors of Material Moving Workers, Except Aircraft Cargo Handling Supervisors	183	233	50	27%	1.11	33	100	41%	\$24.75	H.S. Diploma or equiv.	Less than 5 years
53-7061	Cleaners of Vehicles and Equipment	142	179	36	26%	0.96	32	134	70%	\$12.39	None	None
53-7063	Machine Feeders and Offbearers	102	143	41	40%	4.54	27	66	46%	\$15.86	None	None
53-3031	Driver/Sales Workers	182	162	(20)	(11%)	0.78	23	108	70%	\$15.44	H.S. Diploma or equiv.	None
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	25	74	49	197%	4.35	20	44	72%	\$20.57	H.S. Diploma or equiv.	None
13-1081	Logisticians	25	58	33	133%	0.48	11	19	52%	\$33.71	Bachelor's degree	None