

LOCAL PLAN
SOUTH CENTRAL WORKFORCE DEVELOPMENT BOARD
AREA 8
2021-2024

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Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.
VA Relay 711

This position is 100% funded by the Adult and Dislocated Worker programs through a U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award of \$622,435 (AA-33260-19-55-A-51) made to Charlotte County on behalf of the South Central Workforce Development Area by the pass-through entity, the Virginia Community College System. No costs of this position are financed by nongovernmental sources.

Section 1: Workforce and Economic Analysis

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)]

Healthcare remains the largest in-demand industry sector in Area 8 as well as in Virginia. Educational Services and Retail Trade are second and third (respectively) in terms of employing the highest numbers of workers, but growth in those areas as an emerging industry is predicted to be slow. Manufacturing continues to employ a large number of workers but is expected to decline over the next 10 years. In addition to Healthcare, Professional, Scientific, and Technical Services as well as Administrative/Support/Waste Management and Construction are emerging industries. (See Table 1 and 2)

Table 1-Industry Employment and Projections-Long Term (Source: Virginia Employment Commission, Economic and Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.)

South Central (LWIA VIII) Economic Profile - Industry Employment & Long Term Projections

	Employment			Percent	
	Estimated 2014	Projected 2024	Change	Total	Annual
Health Care and Social Assistance	8,564	10,666	2,102	24.54%	2.22%
Professional, Scientific, and Technical Services	941	1,082	141	14.98%	1.41%
Administrative and Support and Waste Management	2,039	2,308	269	13.19%	1.25%
Construction	2,442	2,710	268	10.97%	1.05%
Other Services (except Public Administration)	1,479	1,616	137	9.26%	0.89%
Educational Services	7,436	8,096	660	8.88%	0.85%
Arts, Entertainment, and Recreation	446	481	35	7.85%	0.76%
Transportation and Warehousing	2,421	2,593	172	7.10%	0.69%
Finance and Insurance	984	1,052	68	6.91%	0.67%
Agriculture, Forestry, Fishing and Hunting	846	903	57	6.74%	0.65%
Accommodation and Food Services	3,972	4,160	188	4.73%	0.46%

Management of Companies and Enterprises	381	394	13	3.41%	0.34%
Real Estate and Rental and Leasing	330	340	10	3.03%	0.30%
Retail Trade	6,137	6,315	178	2.90%	0.29%
Wholesale Trade	1268	1284	16	1.26%	0.13%
Mining, Quarrying, and Oil and Gas Extraction	126	124	-2	-1.59%	-0.16%
Information	475	447	-28	-5.89%	-0.61%
Manufacturing	5119	4649	-470	-9.18%	-0.96%
Utilities	433	390	-43	-9.93%	-1.04%
Total, All Industries	55,455	59,698	4,243	7.65%	0.74%

*Note: Asterisks (***) indicate non-disclosable data.*

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024.

Table 2-Occupation Employment and Projections-Long Term (Source: Virginia Employment Commission, Economic and Information & Analytics, Long Term Occupation Employment and Projections, 2014-2024.)

	Employment			Openings		
	Estimated 2014	Projected 2024	% Change	Replacements	Growth	Total
Healthcare Support Occupations	1,976	2,528	27.94%	45	55	100
Personal Care and Service Occupations	2,533	3,168	25.07%	36	64	100
Healthcare Practitioners and Technical Occupations	3,457	4,116	19.06%	76	66	142
Community and Social Service Occupations	1,020	1,165	14.22%	22	14	36
Legal Occupations	231	261	12.99%	4	3	7
Computer and Mathematical Occupations	418	469	12.20%	6	6	12
Life, Physical, and Social Science Occupations	284	316	11.27%	8	4	12
Business and Financial Operations Occupations	1,256	1,392	10.83%	27	14	41

Education, Training, and Library Occupations	4,786	5,284	10.41%	104	50	154
Building and Grounds Cleaning and Maintenance Occupations	2,198	2,391	8.78%	44	19	63
Farming, Fishing, and Forestry Occupations	848	920	8.49%	20	8	28
Construction and Extraction Occupations	2,747	2,967	8.01%	46	22	68
Management Occupations	1,532	1,642	7.18%	36	12	48
Installation, Maintenance, and Repair Occupations	2,467	2,632	6.69%	58	16	76
Food Preparation and Serving Related Occupations	4,286	4,563	6.46%	145	33	178
Protective Service Occupations	2,402	2,527	5.20%	65	14	79
Transportation and Material Moving Occupations	4,660	4,900	5.10%	102	24	126
Office and Administrative Support Occupations	8,045	8,334	3.59%	169	47	216
Sales and Related Occupations	5,211	5,372	3.09%	176	17	193
Arts, Design, Entertainment, Sports, and Media Occupations	529	533	0.76%	14	2	16
Architecture and Engineering Occupations	290	286	-1.38%	6	1	7
Production Occupations	4,279	3,932	-8.11%	95	5	100
Total, All Occupations	55,455	59,698	7.65%	1,304	497	1,801

Note: Asterisks (***) indicate non-disclosable data.

Projections, 2014-2024 Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational

Healthcare occupations including practitioners and technical occupations, personal care, service and support occupations are highest in terms of occupations and are projected to need the most workers in the next ten years. Office and administrative support, education, training and library occupations as well as transportation and material moving will continue to emerge. (See Table 3).

Table 3-Growth Occupations (Source: Virginia Employment Commission, Economic and Information & Analytics, Occupational Employment Statistics (OES) Survey, 2014-2024.)

Employment				Average Annual Openings			Average Annual Salary
Occupation	Estimated 2014	Projected 2024	% Change	Replacements	Growth	Total	
Nurse Practitioner	116	173	49.14%	3	6	9	\$79,907
Home Health Aides	142	204	43.66%	3	6	9	\$19,863
Speech-Language	86	118	37.21%	2	3	5	\$80,107

Pathologists							
Medical Assistants	106	144	35.85%	2	4	6	\$27,663
Emergency Medical Tech/Paramed.	229	310	35.37%	4	8	12	\$31,476
Physicians & Surgeons	82	108	31.71%	2	3	5	\$224,886
Personal Care Aides	1,067	2,112	31.43%	13	50	63	\$16,933
Mental Health Counselors	84	110	30.95%	2	3	5	\$41,435
Residential Advisors	78	102	30.77%	2	2	4	N/A
Nursing Assistants	1,275	1,643	28.86%	29	37	66	\$20,104
Food Servers, Non-	177	226	27.68%	4	5	9	\$18,134
Medical Secretaries	128	161	25.78%	1	3	4	\$29,392
Dental Assistants	97	121	24.74%	2	2	4	\$32,452
Medical/Health Services Managers	90	112	24.44%	2	2	4	\$80,401
Receptionists & Information Clerks	371	461	24.26%	10	9	19	\$24,210
Production, Planning & Expediting Clerks	***	***	***	***	***	***	\$43,830
Nonfarm Animal Caretakers	93	113	21.51%	2	2	4	\$19,063
Market Research Analysts & Marketing Specialists	143	170	18.88%	2	3	5	\$44,933
Clinical, Counseling & School Psychologists	120	140	16.67%	3	2	5	\$76,675
Recreation Workers	139	162	16.55%	3	2	5	\$23,310

Note: Asterisk (***) indicate non-disclosable data.

Source: Virginia Employment Commission, Economic Information & Analytics, Long Term Industry and Occupational Projections, 2014-2024, Occupation Employment Statistics (OES) Survey 2014.

EMPLOYERS BY SIZE OF ESTABLISHMENT¹

	LWIA VIII	Virginia
0 to 4 employees	3,850	193,546
5 to 9 employees	833	40,391
10 to 19 employees	476	29,683
20 to 49 employees	312	21,548
50 to 99 employees	100	7,447
100 to 249 employees	41	3,733
250 to 499 employees	20	1,059
500 to 999 employees	7	373
1000 and over employees	0	250
	5,640	298,303

EMPLOYMENT BY SIZE OF ESTABLISHMENT

	LWIA VIII	Virginia
0 to 4 employees	5,400	257,906
5 to 9 employees	5,496	267,789
10 to 19 employees	6,496	404,208
20 to 49 employees	9,324	649,905
50 to 99 employees	6,941	511,831
100 to 249 employees	6,709	555,919
250 to 499 employees	6,521	359,500
500 to 999 employees	4,840	254,987
1000 and over employees	1,129	679,675
	50,250	3,941,720

50 Largest Employers

1. Halifax County School Board
2. Wal Mart
3. Dolgencorp LLC
4. Food Lion
5. Mecklenburg County School Board
6. Longwood University
7. Charlotte County School Board
8. MCV Hospital
9. Centra Health
10. Sentara Healthcare
11. Virginia Center for Behavioral
12. Indus International
13. Presto Products Company
14. Prince Edward County Public Schools
15. Buckingham County School Board
16. Nottoway County Public School Board
17. VDOT
18. Brunswick County School Board
19. Nottoway Correctional Center
20. Postal Service
21. Lunenburg County Public Schools
22. Hampden-Sydney College
23. Piedmont Geriatric Hospital
24. Southside Virginia Community College
25. Dillwyn Correction Center
26. United Call Center Solutions LLC
27. Virginia Marble Manufacturing
28. Amelia County School Board
29. Heritage Hall
30. Cumberland County School Board
31. Lowes Home Centers, Inc.
32. Hardee's
33. Virginia Department of Military Affairs
34. Buckingham Correctional Center
35. Jeanswear Distribution LLC
36. Crossroads Services Board
37. Pike Electric
38. Care Advantage
39. Microsoft Business Solutions
40. Lunenburg Correctional Center
41. Hci Management Services Co
42. The Praxis Companies, LLC
43. Central Va Health Service Inc
44. Dominion Virginia Power
45. County of Mecklenburg
46. Halifax County
47. Geo Corrections & Detention Inc
48. Penmac Personnel Services
49. McDonald's
50. Virginia International Raceway

Source: Virginia Employment Commission, Economic Information & Analytics,
Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2022.

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)]

The Strategic Plan for the Local Workforce Area 8 prioritizes the following in-demand industry sectors and occupations: Healthcare, Advanced Manufacturing, Information Technology, Construction Trades and Transportation/Logistics. To meet the employment needs of the region, soft skills are needed across industries and occupations. Prior to COVID-19, the unemployment rate was very low in the area and the majority of job seekers were those who did not have refined soft skills. Soft skills include the following:

- 1) Interpersonal skills-Demonstrating the ability to work effectively with others
- 2) Integrity-Displaying accepted social and work behaviors
- 3) Professionalism-Maintaining a socially acceptable demeanor
- 4) Initiative-Demonstrating a willingness to work
- 5) Dependability and Reliability-Displaying responsible behaviors at work
- 6) Lifelong Learning-Displaying a willingness to learn and apply new knowledge and skills.

In Healthcare, the knowledge and skills needed by the employers will be medicine/dental, customer service, personal service, education and training in the allied health fields, active listening, social perceptiveness, service orientation, speaking, coordinating, critical thinking, reading comprehension, judgment and decision making, monitoring, writing, active learning, complex problem solving, instructing, persuasion, and time management. Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers as well as a credential. (Source: onetonline.org)

Advanced Manufacturing requires the following knowledge and skills: 1) Science- Knowing and applying scientific principles and methods to solve problems 2) Basic computer skills-Using a personal computer and related application to convey and retrieve information 3) Mathematics-Using mathematics to solve problems 4) Reading-Understanding written sentences and paragraphs in work-related documents 5) Writing-Using standard business English, defined as writing that is direct, courteous, grammatically correct, and not overly casual but provides clarity 6) Communication-Listening and speaking and giving full attention to what others are saying and speaking will enough to be understood by others 7) Critical and Analytical Thinking-Using logic, reasoning, and analysis to address problems 8) Information Literacy-Functional and critical thinking skills related to information, media, and technology. Other workplace competencies include: 1) Business fundamentals-Knowledge of basic business principles, trends and economies 2) Teamwork-Working cooperatively with others to complete work assignments 3) Adaptability/Flexibility-Being open to change and to considerable variety in the workplace 4) Marketing and Customer Focus-Actively looking for ways to identify market demands and meet the customer need 5) Planning and Organizing-Planning and prioritizing work to manage time effectively and accomplish assigned tasks 6) Problem Solving and Decision Making-Appling critical-thinking skills to solve problems by generating, evaluating, and implementing solutions 7) Working with Tools and Technology-Selecting, using and maintaining tools and technology to facilitate work activities 8) Checking, Examining, and Recording-Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic format 9) Sustainable Practices-Meeting the needs of the present without compromising the ability of future generations to meet their own needs. On the job experience is also a valuable skill in finding employment in these fields.

Employers in the Information Technology industry need workers with certifications in networking, database design, programming, cyber security, cloud computing, Artificial Intelligence and Machine Learning, and coding skills. Most certifications are 1-2 year courses.

In the construction industry, employees in these occupations need from a few months to two years or more of working with experienced employees, including recognized apprenticeship programs associated with the particular occupation in construction. The knowledge and skills needed are in building, construction, mechanical, administration, management, public safety, security, mathematics, design, production and processing, coordination, operation monitoring, reading comprehension, operation and control, critical thinking, equipment maintenance and time management (Source: onetonline.org)

Employers in the transportation/logistics industries want employees who have skills and knowledge in teamwork, communication, interpersonal skills, calculating, IT, analytics, problem-solving, creativity, and

data analysis. The transportation industry requires a Commercial Driver's License (CDL) Class A with endorsements for Tanker and Hazardous Materials.

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)]

Data snapshots from Workforce Area VIII, which is comprised of Amelia County, Brunswick County, Buckingham County, Charlotte County, Cumberland County, Halifax County, Lunenburg County, Mecklenburg County, Nottoway County, and Prince Edward County include the following:

- The population is decreasing, from 191,011 in 2010 to 186,862 in 2020 (a change of - 2.17%). It is projected to increase by 0.62% for a total of 194,011 by 2030.

Population Totals

	LWIA VIII	VIRGINIA	United States
Under 5 years	9,992	509,625	20,201,362
5 to 9 years	10,489	511,849	20,348,657
10 to 14 years	11,212	511,246	20,677,194
15 to 19 years	13,304	550,965	22,040,343
20 to 24 years	13,353	572,091	21,585,999
25 to 29 years	10,480	564,342	21,101,849
30 to 34 years	10,335	526,077	19,962,099
35 to 39 years	10,799	540,063	20,179,642
40 to 44 years	12,274	568,865	20,890,964
45 to 49 years	14,259	621,155	22,708,591
50 to 54 years	14,602	592,845	22,298,125
55 to 59 years	13,694	512,595	19,664,805
60 to 64 years	12,939	442,369	16,817,924
65 to 69 years	10,451	320,302	12,435,263
70 to 74 years	8,084	229,502	9,278,166
75 to 79 years	6,119	173,929	7,317,795
80 to 84 years	4,491	130,801	5,743,327
85 years and over	4,134	122,403	5,493,433
TOTALS	191,011	8,001,024	308,745,538

Less than 1% of the total population for the region speak English 'less than well', compared to 2.58% of the population in Virginia. (Source: U.S. Census Bureau American Community Survey, 2011-2015.)

Population Totals for those that Speak English “less than well”

	Total	Speak English less than well	Percentage
LWIA VIII	176,933	1,056	0.60%
	Total	Speak English less than well	Percentage
Virginia	7,800,044	201,628	2.58%
United States	298,691,202	13,400,003	4.49%

(Source: U.S. Census Bureau American Community Survey, 2011-2015.)

In 2014, there were 36,485 people lived and worked in the area. The number of out-commuters was 39,589 and 16,431 people were in-commuters.

Out commuters are primarily commuting to Chesterfield County, Henrico County, and Richmond City (a total of 10,798 individuals).

In-Commuter and Out-Commuter Totals

People who live and work in the area	36,485
In-Commuters	16,431
Out-Commuters	39,589
Net In-Commuters (In-Commuters minus Out-Commuters)	-23,158

(Source: U.S. Census Bureau American Community Survey, 2011-2015.)

The unemployment rate for 2019 was 3.7% compared to 2.8% for Virginia, and 3.7% for the United States. The rate for the area is going down, from 3.9% in 2018. It lingered in the 3-4% range through March of 2020 until the COVID 19 pandemic struck and it began to trend upwards to a high of 9.8% in April 2020, before gradually reducing to 6.2% in September 2020.

Unemployment Rates

	LWIA VIII	VIRGINIA	UNITED STATES
2011	9.4%	6.6%	8.9%
2012	8.4%	5.9%	8.1%
2013	7.9%	5.6%	7.4%
2014	6.9%	5.1%	6.2%
2015	5.7%	4.4%	5.3%
2016	5.1%	4.0%	4.9%
2017	4.6%	3.7%	4.4%
2018	3.8%	3.0%	3.9%
2019	3.7%	2.8%	3.7%
2020	6.4%	6.2%	8.1%
2021	4.6%	3.9%	5.3%

CHARACTERISTICS OF THE INSURED UNEMPLOYED

GENDER	LWIA VIII	VIRGINIA
Male	1,053	57,791
Female	1,359	68,534
Unspecified	0	0
RACE	LWIA VIII	VIRGINIA
White	875	55,165
Black	1427	51,524
American Native	8	602
Asian	6	7476
Other	91	10,945
Hispanic or Latino	5	613
AGE	LWIA VIII	VIRGINIA
Under 22 years	138	6,661
22 to 24 years	158	8,423
25 to 34 years	609	33,810
35 to 44 years	495	27,042
45 to 54 years	440	22,367
55 to 64 years	386	19,529
65 years and over	186	8,496
Unknown	0	0
Education	LWIA VIII	Virginia
8 th Grade or Less	43	2,785
Some High School	248	10,516
High School Graduate/GED	1,371	55,954
Some College/2 Year Degree	522	31,720
Bachelor's Degree	148	18,179
Some Graduate School	1	111
Post Graduate Degree	55	6,429
Unknown	24	631

(Source: U.S. Census Bureau American Community Survey, 2011-2015.)

EDUCATION ATTAINMENT BY AGE

EDUCATION	18-24	25-34	35-44	45-64	65+	TOTALS
8 th Grade or Less	296	517	682	3,722	6,514	11,731
Some High School	2,413	2,201	2,376	6,712	5,382	19,084
High School	7,019	6,670	7,973	20,106	12,212	53,980

Some College	8,370	4,739	4,969	10,918	5,810	34,806
Associate's Degree	1,143	1,746	1,982	3,997	1,306	10,174
Bachelor's Degree	935	2,318	2,200	5,357	2,805	13,615
Graduate/Professional	21	1,019	1,322	3,163	1,664	7,189
Totals	20,197	19,210	21,504	53,975	35,693	150,579

(Source: U.S. Census Bureau American Community Survey, 2011-2015.)

EDUCATION ATTAINMENT BY GENDER

EDUCATION	MALE	FEMALE	TOTAL
8 th Grade or Less	6,700	5,031	11,731
Some High School	11,351	7,733	19,084
High School Graduate/GED	29,013	24,967	53,980
Some College	16,194	18,612	34,806
Associate's Degree	3,928	6,246	10,174
Bachelor's Degree	5,467	8,148	13,615
Graduate/Professional Degree	2,700	4,489	7,189
Totals	75,353	75,226	150,579

(Source: U.S. Census Bureau American Community Survey, 2011-2015.)

EDUCATION ATTAINMENT BY RACE/ETHNICITY

RACE	Less than High School diploma	High School Grad, GED, or Alternative	Some College or Associate's Degree	Bachelor's Degree or higher	Total
White	13,431	28,984	23,451	15,063	80,929
Black or African American	13,894	17,199	11,310	4,308	46,711
American Indian or Alaska Native	18	109	61	66	254
Asian	152	104	100	208	564
Native Hawaiian/Pacific Islander	0	10	9	6	25
Other	449	320	134	67	970
Multiple Races	162	235	402	130	929
ETHNICITY					

Hispanic or Latino	792	753	373	212	2,130
TOTALS	28,898	47,714	35,840	20,060	132,512

(Source: U.S. Census Bureau American Community Survey, 2011-2015.)

The following industries have the most employment in the region:

- Agriculture, Forestry, Fishing and Hunting (1,307)
- Construction (2,675)
- Manufacturing (5,051)
- Retail Trade (6,292)
- Transportation and Warehousing (2,195)
- Health Care and Social Assistance (8,072)
- Administrative and Support and Waste Management (2,037)
- Accommodation and Food Services (3,760)
- Government (Federal, State and Local – 13,138)

The number of new startup firms in the 2nd quarter of 2022 was 89 compared to 77 in the 1st quarter of 2022 and 59 in the 2nd quarter of 2021 and 67 in the 2nd quarter of 2020.

In the 4th quarter of 2021, administrative and support and waste management; retail trade; accommodation and food services had the most new hires.

In the 2nd quarter of 2022, the highest average weekly wage was in the following industries:

- Utilities at \$2,060
- Management of companies and enterprises at \$1,571
- Federal government at \$1,435
- Professional, Scientific, and Technical Services at \$1,323

Industry Employment is projected to grow by 7.65% by 2024 from 2014. The highest projected growth in number of individuals is in Educational Services and Health Care and Social Assistance with 660 and 2,102 respectively. However, in terms of % growth, the following industries have the highest percentage over the 10-year period:

- Construction at 10.97%
- Professional, Scientific, and Technical Services at 14.98%
- Administrative and Support and Waste Management at 13.19%
- Educational Services at 8.88%
- Health Care and Social Assistance at 24.54%
- Arts, Entertainment and Recreation at 7.85%
- Other Services(except Public Administration) at 9.26%

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)]

There are numerous and varied workforce development activities in the region that address the identified education and skill needs of the workforce and the employment needs of employers in the region. Robust Business Solutions Teams (BST) communicate regularly with employers and stay abreast of current employer needs in terms of training, education and skills. The team approach allows for the current information to be disseminated to the workforce partners that provide the needed services, such as training and education. Southside Virginia Community College (SVCC) and Southern Virginia Higher Education Center (SVHEC) as well as Longwood University are represented on the teams and collaborate to provide the needed coursework and certifications. Approved testing centers have been established to provide opportunities for the workforce to obtain certifications, especially in IT and Healthcare. SVCC also provides Adult Education services for basic literacy and GED, including those who are Limited English Proficient (LEP). The largest IT employer in the area, Microsoft, partners with SVHEC and SVCC to ensure that the IT Academy and the Center for IT Excellence (CITE) use a curriculum that meets their employment needs. The WIOA Adult, Dislocated Worker and Youth Programs provide Individual Training Accounts for tuition, books and other required training supplies for those eligible individuals. The SCWDB approves training vendors for the Eligible Training Provider List (ETPL) that provide training in the demand occupations of the local area and requires the provider and programs to be re-certificated annually to ensure the training leads to certifications and employment locally. On-the-job training is used to meet the local employment needs. Jobs that do not require certifications but can be trained by the employer while on the job receive wage reimbursements during the contracted training period. Other workforce development activities include partnering with the Department of Labor and Industry (DOLI) for registered apprenticeships, especially in the electrical industries. Incumbent worker training is available as funding allows, to assist in upskilling the current workforce. Robust supportive service policies are in place to facilitate successful completion of training programs by job seekers.

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)]

Strengths of the workforce development activities identified in 1.4 include an objective analysis by the SCWDB of the training provider performance in the approved programs to include outcomes for completion, certification, wages, and employment. The SCWDB uses the data to assess whether to continue certain programs that do not meet performance outcomes or do not meet the needs of local employers. The local training providers work well with local employers to involve them in developing curriculum that is consistent with their needs, especially for healthcare, IT, welding, truck driver training and power line workers. Decreased funding for training programs leads to decreased opportunities for training, whether for tuition, on the job or incumbent workers. Low numbers of students enrolling in training programs creates limited opportunities and is a weakness in the area. It also limits the number of new programs and cohorts that can be delivered on an ongoing basis with rolling enrollment.

SWOT Analysis

A full strengths, weaknesses, opportunities, and threats analysis was completed by the SCWDB and the CLEO Consortium in January 2021.

<i>Organizational/Workforce System Challenges</i>	<i>Organizational Strengths (to meeting the challenge)</i>	<i>Organizational Weaknesses (that create a barrier to addressing the challenge)</i>	<i>Opportunities (in addressing the challenge)</i>	<i>Threats (posed to the organization if the challenge is not addressed)</i>
<p>1. The challenge of creating, training, and sustaining a talent pipeline:</p> <ul style="list-style-type: none"> - Aging workforce/shrinking labor pool to draw from -Outreach in hiring to get to more diverse populations/nontraditional populations (i.e., reentry population) that may want to work -How to target the underemployed (those working part time that may want full time jobs)² 	<p>The following relate to all the challenges:</p> <ul style="list-style-type: none"> -WDB leadership is strong at the staff level -WDB leadership keeps us plugged into higher level discussions within our region and at the state level -Our WDB is recognized in statewide circles -We are seen as collaborative partners -There is consistent board membership so knowledge of WIOA and the workforce system is deep/core group that is actively engaged -CLEO representation is consistent and engaged. -Region's diversity provides a wide knowledge base and expertise 	<ul style="list-style-type: none"> -There are many programs focused on developing the workforce, but they are siloed and often working with the same individual but in different ways. -Not enough people enrolling into classes to sustain a talent pipeline <p>The following relate to all the challenges:</p> <ul style="list-style-type: none"> -WDB has some members that are not engaged; need to fill mandatory seats with individuals who are invested -WIOA is very compliance and performance driven which can make it not aligned with other funding streams 	<p>More integration of multiple funding streams</p>	<ul style="list-style-type: none"> -Yearly budget cuts -Not enough people to fill open positions; businesses seek talent outside of the region -Businesses leave
<p>2. Developing the 'soft' skills needed by employers – essential work ready skills³</p>			<p>Find innovative methods to</p>	<p>-Business face ongoing challenges of a</p>

² Link to the ALICE Report for VA: https://unitedwaynca.org/alice-reports/?gclid=EAlaIqobChMIx-T1sKXT7QIVCI2GCh0cog06EAAAYASAAEgJauPD_BwE

³ **Essential Work Ready Skills: 3 Resources: From The World Economic Forum 2018.** The Future of Jobs report identified three top skills required for the fourth industrial revolution. In 2022 the most in demand skills will be 1) Analytical thinking and innovation 2) Active learning and learning strategies, and 3) Creativity and initiative.

			teach these skills.	workforce that lacks these skills
3. The challenge of having enough certificate training programs at the colleges to meet the demand		<p>-Not enough people enrolling into classes to sustain a talent pipeline</p> <p>-Lack of scholarships/subsidies for tuition for 'middle income' individuals</p>	<p>-Maintain what we have learned about distance learning and the ability to offer classes in a more flexible manner.</p> <p>-Work with the colleges to figure out how to do better recruitment into classes; how to market the benefits of the certification with regard to jobs and wages; how to offer more flexible schedules if the classes are conducted in a building</p> <p>-Use of WIOA Adult/DW funds to fund tuition for those who may not be economically disadvantaged (taking priority of service into account)</p>	-Skill programs at the colleges close due to lack of enrollment

From Forbes: The 10 Vital Skills You Will Need For The Future Of Work

1. Creativity
2. Emotional intelligence (EQ)
3. Analytical (critical) thinking
4. Active learning with a growth mindset
5. Judgment and decision making
6. Interpersonal communication skills
7. Leadership skills
8. Diversity and cultural intelligence
9. Technology skills
10. Embracing change

<p>4. The challenge related to barriers that keep people from working, including:</p> <ul style="list-style-type: none"> • Not having reliable transportation • Benefits received may be keeping people from working/benefits being cut off after people go to work (e.g. SNAP, Childcare) 	<p>-Collaborate with partners to address the 'whole' person and work to find resources together that can help to address an individual's challenges that keep them from work</p>	<p>-Large region so it is often difficult to know who the right people are to bring to the table</p>	<p>-Focus on systems change by being a convener at the state and local level to address these areas from a system building perspective (e.g., with regard to the benefits issue, host a meeting of state representatives to discuss how to address this issue)</p> <p>-Work with partners to seek grants related to transportation</p>	<p>Not enough people to fill open positions; businesses seek talent outside of the region</p> <p>Businesses leave</p>
<p>5. The challenge of bringing broadband access to the entire region to facilitate access to remote work and learning</p>	<p>Microsoft is in the region</p>	<p>Large region so it is often difficult to know who the right people are to bring to the table</p>		<p>-2 years from now the talent pipeline coming up will lack skills (those having no remote learning access)</p> <p>-Too many individuals are being left behind</p>

The SCWDB has a track record to show the capacity to provide workforce services. The area has always exceeded the Virginia requirement that at least 40% of the expenditures are training related. In addition, the area has always exceeded the youth requirement that at least 20% of funds are spent on work experiences. The area continues to meet or exceed the WIOA performance measures for employment, credentials, and wages. Customer satisfaction survey results are positive and customers have few complaints. Annual state monitoring for all WIOA programs and Equal Opportunity results in few to no findings.

The SCWDB serves a variety of customers and makes accommodations as necessary to serve those who have barriers to employment or are basic skills deficient. The SCWDB serves those who are basic skills deficient and/or limited English proficient by making referrals to Adult Education for basic literacy skills development and/or GED classes. The staff works closely with the Business Solutions Teams to match those with barriers to employment to the

employers who are willing to hire and address the barriers. Some individuals who are basic skills deficient are co-enrolled in training and in Adult Education programs at the same time. As the individual's skills improve, career pathways are available through additional training to improve wages and advancement in employment. Robust supportive services are available to assist those with barriers to employment to contribute to their success rate. Examples of supportive services include travel reimbursement to and from Adult Education classes and/or training, assistance with tools, uniforms, physicals, and other items required for training. Other barriers to employment such as offender status, public assistance, or disability status are served by providing intensive case management, robust supportive services, training in an area that matches the individual's interests and aptitudes, career guidance and counseling with a focus on career pathways, employment, and follow-up services. The individuals with disabilities are also referred to the Department for Aging and Rehabilitative Services (DARS) for employment assistance, or job coaching if deemed appropriate as well as to the Ticket to Work Program. The BST Manager maintains a list of employers who are willing to hire individuals with certain barriers such as prior felony status and makes referrals as appropriate for job placement. On-the-Job training is another service offered to those with barriers to employment. Employers are more willing to give a person a chance to become employed when some of the wages during training are being reimbursed.

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***

The area's comprehensive One-Stop System provides seamlessly aligned services and resources to serve the area's youth. The comprehensive system creates an opportunity to provide an integrated approach and expansion of the services delivered to out of school youth ages 16 - 24. It also increases the number of youth to be served throughout the region. The SCWDB works to ensure more partners and community agencies are aware of the services available to youth through partner meetings, chambers of commerce, speaking engagements, Career and Technical Advisory Committees in the K-12 systems, Youth Committee, Transition Advisory Groups (for those youth with disabilities), community colleges, adult education, employers, Business Solution Teams, re-entry councils and word of mouth from current youth successes. A universal referral system is in place to refer those Opportunity Youth to other agencies such as departments of social services, Department for Aging and Rehabilitative Services, and Adult Education.

The area develops a Request for Proposal (RFP) for WIOA Out-of-School Youth services in partnership with the Youth Committee, SCWDB and CLEOs. Competitive procurement is used to negotiate the contract according to the Virginia Public Procurement Act. The RFP targets those organizations and/or partners who have a positive track record of providing workforce development activities to the targeted youth with demonstrated outcomes and which are willing to enter into an innovative design and implementation plan to serve the targeted population successfully. As part of the procurement process, all contractors are required to demonstrate the ability to provide the fourteen (14) required program elements. If the youth contractor does not directly provide one of the elements, it must demonstrate the ability to make the element available and document how those services will be made available. The provision of the 14 program elements are tracked monthly by SCWDB staff and reported quarterly to the Youth Committee, SCWDB and CLEOs. Currently the SCWDB is providing WIOA Out-of School Youth services for the South Central Region.

Strategies used to ensure that all eligible WIOA youth receive access to the required program elements and activities during their enrollment in the WIOA youth program are as follows:

- Providing objective assessments that focus on the academic, occupational skill level and supportive service needs required for the individual to be successful in a career pathway.
- Prioritizing services to older and out of school youth, as well as focusing on those disconnected from education and employment.
- Re-engaging disconnected youth through strategic partnerships with adult education, community colleges and post-secondary institutions as well as businesses.
- Increasing the number of youth that attain post-secondary credentials with a priority on the local occupations in demand.
- Partnering with business, education and others to provide work-based learning opportunities such as internships, work experiences, apprenticeships and on the job training.
- Using technology to increase access and services to youth, particularly in the COVID era.
- Co-locating youth program providers in the local Workforce Centers to integrate services and resources.
- Partnering with agencies who serve individuals with disabilities.
- Co-enrolling WIOA youth in the WIOA adult program to maximize services.
- Connecting with public housing, Job Corps and other human service organizations.

The required program elements must be addressed as part of the individual service strategy (ISS) for each WIOA youth. Each youth is assessed for basic skills deficiency using the TABE, and Career Scope is given to assess the career interests and aptitudes. In-depth interviewing and assessment of past educational accomplishments, work history, documentation of any disability and barriers to training and/or employment are taken into consideration to determine which of the program elements are needed to achieve the goals and objectives for training and employment identified in the ISS. The activities are coordinated for the participant by the youth case manager, who provides the opportunities, documents the activity and outcome, and records it in the state-wide database, Virginia Workforce Connection (VAWC). Once goals are achieved and outcomes documented, the ISS is revised to add other goals and objectives and further provide other program elements as needed.

Part of the procurement process involves identifying contractors with a proven record of successfully identifying, recruiting, and retaining out-of-school youth. Much of the success in these areas is dependent on relationships with the partner organizations. Current and planned recruitment strategies include outreach through community-based organizations, the Adult Education programs, departments of social services, coordination with the K-12 school districts for outreach to non-graduates or graduates who have no plans to further their education, and collaboration with the juvenile justice system and the foster care system. Recruitment and retention is difficult in a large rural area, but developing appropriate relationships with the youth, getting to know a family member that can assist in retention and communication, and providing activities that are motivational and age-appropriate are all effective strategies. It is important also to partner with other agencies so that the youth case managers have multiple locations to meet with participants, in addition to the local Virginia Career Works Centers, such as libraries, town offices, DARS, social services and other community partners.

The local policy of the SCWDB allows services for up to 5% of the total youth enrollment for those who do not meet the income eligibility requirements. For those who are not enrolled in WIOA and have significant barriers to employment (Opportunity Youth), appropriate referrals are made to adult education, DARS, Job Corps, social services, food banks, or other community action agencies.

Job Corps is not located within the local area, but referrals are made to Job Corps when appropriate. Southside Virginia Community College has grants from time to time and referrals are The Department for Labor and Industry has local representatives who have worked with the grant and with businesses to form apprenticeships. The area plans to involve youth in the apprenticeship program in the future through appropriate referrals and identification of apprenticeships in the ISS, when appropriate. Other efforts to coordinate with community colleges and institutions of higher education involve career fairs, recruitment trips to universities, and assistance with applications for admission and federal financial aid. Other coordination occurs with the Temporary Assistance for Needy Families (TANF) programs and Virginia Initiative for Employment not Welfare (VIEW) at the departments of social services to provide a source of referrals for youth and also for services the agencies can provide to eligible youth. There are no local offices on youth or youth opportunity grants in the local area.

Compliance with applicable child labor laws and safety regulations are written into the RFP and offerors must document that they will comply. The youth contractor procures a worker's compensation insurance policy to cover the youth while in work experiences and internships.

The SCWDB does not have a policy for pay for performance and therefore is not currently using it.

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***

The South Central Workforce Development Board consists of one Comprehensive Center and two affiliate centers that offer access to and delivery of adult and dislocated worker services. These centers offer basic career services, individualized career services, and follow up activities to customers. In the centers, all partners provide the basic career services in the resource room. The basic services may consist of determination of eligibility to receive services through the adult and/or dislocated worker programs; outreach, intake, and orientation to the information and services available through the one stop system; initial assessment of skill levels that include literacy, numeracy, English language proficiency, aptitudes, abilities (skills gaps), and supportive service needs; labor exchange services, including job search and placement assistance, career counseling regarding in-demand industry sectors and occupations, information on non-traditional employment, recruitment and business services on behalf of employers; provision of referrals to and coordination of activities with other programs and services, including those within the one stop system and other workforce development programs; provision of workforce and labor market employment statistics information, including accurate information relating to local, regional and national labor market areas, including job vacancy listings; information on job skills necessary to obtain the jobs listed; information relating to local occupations in demand; the earning, skill requirements and opportunities for advancement of such occupations; provision of performance and program cost information on eligible training providers by program, eligible youth providers, as well as adult education, postsecondary career and technical education, and vocational rehabilitation services; user-friendly performance information regarding the local area accountability measures, one stop delivery system, availability of supportive services or assistance for childcare, child support, medical/child health assistance, supplemental nutrition assistance program (SNAP), earned income tax credit, temporary assistance for needy families (TANF), transportation and other services funded in the area; referral to such programs and provision of information; and assistance regarding filing claims for unemployment compensation and assistance in establishing eligibility for programs of financial aid assistance for training and education programs not funded by WIOA.

The resource room provides Internet access through multiple computers, printer, fax, phone, and copier to assist the job seeker in searching and applying for jobs. Local newspapers are available for jobseekers to access local job vacancies that are not posted in the Virginia Workforce Connection (VAWC). A brochure rack displays information regarding partner services within and outside of the Center as well as

flyers that are helpful in interview skills, job search, and other tips for successful employment. Staff is available to assist the customers in accessing the basic career services. Assistive technology is available for individuals with disabilities such as screen readers, universal design workstation, ergonomic keyboard, and TTY connection. The television in the waiting room displays a loop of information regarding upcoming classes at the Center such as computer literacy, veteran services, special grants, job fairs and other upcoming events. A power point presentation is available as an orientation to the Center for customers who are new to the Center.

Individualized career services are available at the Centers with staff assistance and program eligibility to include comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing/assessment with in-depth interviewing and evaluation to identify employment barriers and appropriate employment goal; development of an individual employment plan (IEP) that identifies employment goals, appropriate achievement objectives, appropriate combination of services to achieve the goals and career pathways to attain career objectives; provision of group counseling, individual counseling, and career planning; provision of short-term prevocational services, including development of learning, communication, interviewing, punctuality, and personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training; provision of workforce preparation activities, work experiences, and internships linked to careers; provision of financial literacy services; assistance with out-of-area job search and relocation; and acquisition of English language and integrated education and training programs. Full-time case managers are available at each Center to provide the individualized career services.

Follow-up services are provided by staff and include counseling regarding the workplace for WIOA participants in unsubsidized employment for 12 months after the first day of employment. Follow-up is performed by contacting the WIOA participant by phone, email, text or letter at least once a month during the first three months of follow-up. During the second and fourth quarters of follow-up, the participant is contacted during the first months of the quarter in order to provide assistance to retain or obtain employment if needed. Contact is also made by the case manager during the third quarter of follow-up. Documentation of employment or credential attainment that was not achieved during program participation is performed during follow-up.

The SCWDB has a self-sufficiency local policy based on the 200% Lower Living Standard Income Level (LLSIL) for each county as published annually by the Department of Labor.

The SCWDB's definition of hard-to-serve populations with additional barriers to employment includes customers without a high school diploma/GED, lack of basic computer skills, veterans, ex-offenders, individuals with disabilities, persons identified with basic skills deficiencies and/or customers that are English-language learners, in poverty, SNAP recipients, single parent families, youth aged out of foster care, and disconnected youth.

Section 2: Strategic Vision and Goals

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)]

The SCWDB's strategic vision is as follows: Workforce services are connected for businesses and job seekers and tailored to meet the needs of the regional economy. The following goals support the SCWDB in accomplishing the strategic priority and relate to the accountability measures of performance that support regional economic growth and economic self-sufficiency: 1) Conduct outreach within the region to better serve individuals (adults, youth, and individuals with disabilities) and businesses. 2) Develop and deliver services to individuals who are underemployed to expand the talent pipeline of youth and adults for employers. 3) Implement a system-wide approach to developing the essential work ready skills (e.g., soft skills) employers require for the current and future workplace. 4) Convene state and local influencers to identify solutions collectively that will impact systems change around key issues such as timing of certification testing, the "welfare benefits cliff" counseling and broadband. The goals support regional economic growth and economic self-sufficiency.

The goals of the SCWDB will assist in achieving the performance accountability measures as they support employment, employment retention, credentials, earnings, and measurable skill gains. Improved outreach to job seekers and businesses will provide for more opportunities for employment. Increased use of the Virginia Career Works Centers by job seekers and employers also provides services to those most in need of assistance with job search, job applications, resumes, and additional training. Expanded outreach through Business Solutions Teams improves availability of services from all partners to businesses. Knowledge of employment practices, local wages, job descriptions, and work schedules assist staff in making better referrals of job seekers to employers and increases the likelihood of long-term employment retention and increase wages.

A focus on serving the underemployed population provides an opportunity to expand the pipeline of youth and adult job seekers. Services to the underemployed, such as basic and individualized career services, in addition to training, will assist them in finding employment that pays a higher wage, and assists in retention. Those that need training will receive credentials and will help to prepare an educated and skilled workforce through credentialing. The workforce will also increase their measurable skills gains through education, training, and work-based learning.

A system-wide approach to essential work ready skills will be accomplished by surveying employers. The essential work ready skills for the local area will be shared with all partners and will be emphasized through Center workshops, training, and career counseling. The system-wide approach to work ready skills will assist job seekers in obtaining and maintaining employment, thereby also increasing wages, support regional economic growth and economic self-sufficiency.

The SCWDB, as a convener of workforce development for the area, will tackle system change issues by convening local and state leaders that can affect change in broadband, certification test timing and “welfare benefits cliff” counseling. Working to address the systematic issues will impact the performance indicators, such as employment, credentialing, and measurable skills gains. The effect of the COVID-19 Pandemic brought to the surface the negative effects of lack of broadband to rural areas in education, teleworking, and certification testing.

The goals of the SCWDB will increase performance in 2nd and 4th Quarter Employment, Credentials, and increased wages after exit from the programs through increased outreach, focusing on services to the underemployed, focus on essential work skills, and tackling system-wide issues such as broadband through the convener role. Since the earnings are based on the median, increasing the number of higher paid employees will increase the median. Those who are underemployed will be more likely to retain employment, increase wages, and get a credential if they can work one job instead of several part-time jobs. Services tailored to meet the needs of the regional economy will prepare and educate a skilled workforce and assist in meeting performance measures as well.

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 vision and goals of the SCWDB support the strategies identified in the Virginia Plan. Outreach to individuals and businesses are key to providing access to jobs for career progression and equitable service delivery. A focus on work ready skills for the job seekers will increase business engagement and add value to our business customers by filling in-demand jobs. Also, expanding the talent pipeline of youth and adults by providing outreach and services to those who are underemployed will provide opportunities for career progression, increase access to higher paying jobs, and will provide a qualified workforce with the skills, competencies and credentials that meet the current and future needs of businesses.

The SCWDB values strong collaborative partnerships within the region to reduce workforce system barriers. Our Virginia Career Works Centers are co-located with state agencies and other valuable partners. The co-location of agencies helps to provide a direct linkage and a referral source for job seekers in the Virginia Workforce System. Partners collaborate during

integrated resource team discussions at virtual staff meetings, and Business Solutions Team meetings to ensure customers receive the appropriate services. All core partners, along with other valuable agencies, serve as members on our Business Solutions Teams. The team meets on a monthly basis to collaborate on business engagement and integrate services by aligning job seekers with available job openings. The SCWDB is working with our local community college, higher education center, public school systems, economic development directors, and businesses in the region to strengthen career pathways that will assist in building a pipeline of workers into our local Workforce system.

The SCWDB is currently taking an innovative approach in building career pathways through sector strategies in manufacturing. The regional team will be led by the Human Resources Manager from Dollar General Distribution Center. The SCWDB is partnering with representatives from the different partner agencies who have completed the Virginia Sector Strategy and Career Pathways Training to assist with the project. The SCWDB has also taken a leadership role in contacting those who have not registered for the training to enroll in the upcoming cohorts. The SCWDB will use the sector strategy to build a career pathway in manufacturing in our region.

The SCWDB recognizes the importance of computer literacy in the region and has partnered with Microsoft for an innovative training solution for Center staff, jobseekers, and businesses. Microsoft, located in Mecklenburg County, has offered to provide monthly training on Microsoft products (such as Excel, Word, Teams, etc.) to upskill the workforce. This partnership is an innovative and collaborative approach to offer free computer literacy trainings to staff, job seekers, partners, citizens, and all localities in Southside Virginia. This is a pilot program that will help boost the region's computer literacy and reduce workforce system barriers. These trainings are currently offered monthly in a virtual format and will be offered in person as workshops in the Virginia Career Works Centers.

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://virginiacareerworks.com>). The VBWD approved their 2020-2023 Strategic Plan in September 2020.

The SCWDB's vision and goals align with the vision of the VBWD. The connection between businesses and job seekers improves economic equity for all by focusing the resources and mechanisms of our workforce system to recruit people into the workforce and connect them to businesses in high-demand industries in the regional economy. Strategies for improved outreach, development and delivery of services to the underemployed youth and adults, an emphasis on work ready skills development and convening local influencers to identify solutions that will impact systems change aligns with the VBWD vision by producing employees earning a sustainable wage and connections between job seekers and businesses.

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 SCWDB values strong partnerships and the resulting coordination of services and resource sharing. Specific roles and resource contributions are detailed in the One-Stop Memorandum of Understanding (MOU). Partner staff continue to have regularly scheduled Management Team meetings to discuss options for additional resource sharing opportunities that support stronger integrated service delivery for our customers--the jobseekers and the businesses. The programs included in the system are as follows:

- WIOA Adult, Dislocated Worker and Youth
- Adult Education and Literacy
- Carl Perkins Post-Secondary Career and Technical Education
- Wagner-Peyser
- Unemployment
- TRADE
- Jobs for Veterans State Grant Programs
- Vocational Rehabilitation Programs
- Title V Older Worker Program
- TANF and SNAP

All partners had an opportunity to participate in the local board's strategic planning process and provide input. The SCWDB works with the entities carrying out the core programs and other workforce development programs, including Carl Perkins Career and Technical Education and the community college to carry out the local and state strategic vision and goals through alignment of resources and integration of services. The following strategies will be used to carry out the core programs and alignment of resources to achieve the vision and goals in Area 8:

- Collectively promote the further integration of programs through additional joint planning.
- Align planning and budgeting processes to the vision and goals of the state and local workforce system plans.
- Jointly identify and support workforce skill standards/competencies and industry performance measures to drive common outcomes.
- Coordinate resources and programs to promote a more streamlined and efficient system.
- Promote information sharing and coordination of activities to improve the performance of local partners.
- Use common release of information processes subject to confidentiality provisions.
- Use a common intake and assessment process, when appropriate.
- Promote the development and implementation of a more unified system of measuring performance and accountability under WIOA.
- Promote the development of common data systems to track progress and measure performance for the jobseeker customers and the business customers.
- Commit to high standards of customer service using data to continuously improve the system.

- Commit to common use of the Virginia Career Works branding or co-branding for core program activities.

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).

The regional vision for workforce development in Area 8 is as follows: Workforce services are connected for businesses and jobseekers and tailored to meet the needs of the regional economy. The role of the SCWDB in furtherance of the vision is to catalyze change in the community to build effective partnerships, act as a convener of stakeholders and elected leaders across political boundaries, strategically invest in program innovation, and advocate to ensure broadband access for all as work and service delivery becomes more virtual.

Through the development of an Action Plan to facilitate the strategic plan, the Strategic Planning Committee of the SCWDB will develop the protocol for planning new and innovative workforce strategies to anticipate industry needs. Strategies under consideration include to conduct outreach within the region to better serve individuals and businesses, develop and deliver services to individuals who are underemployed to expand the talent pipeline of youth and adults for employers, implement a system-wide approach to developing the essential work ready skills employers require for the current and future workplace, and convene state and local influencers to identify solutions collectively that will impact systems change around key workforce issues. It is important to recognize that planning workforce strategies is a continual process to ensure the right people with the right skills and capabilities necessary for the work requirements are available in the right numbers. At the same time, the SCWDB must meet legislative, regulatory, service and performance requirements and organizational goals and objectives.

The needs of incumbent and underemployed workers are addressed by working in partnership with DARS, local training providers and businesses to align career pathways with those occupations in demand. Strategic investments of funds and opportunities for training in higher skilled jobs and providing opportunities such as on the job training and incumbent worker training to position

employees for better paying jobs will better meet the needs of the underemployed. Other initiatives to address the underemployed and incumbent workforce are to use WIOA Adult training funds to subsidize tuition for eligible individuals for credential attainment, work with training providers to ensure that job placement is the focus at the end of every training program, continue to provide a more efficient job placement infrastructure through alignment of public and private services, and establish a method to connect underemployed individuals to the services they may need to work full-time (i.e., childcare, transportation).

The SCWDB partners with the Department of Labor and Industry (DOLI) and Southside Virginia Community College and other training providers to develop pre-apprenticeships and registered apprenticeships. On-the-job training contracts are in great demand in the area as well and are used extensively to meet business needs. Adults and youth jobseekers are provided the opportunity for these services, and support services are provided to enable them to be successful. Job retention is also part of the initiative of on the job training and apprenticeships, since many of the employees may be new to the industry or to the world of work. The SCWDB has begun tracking the outcomes of on-the-job training by employer to ensure standards are met as well as performance metrics for sustained employment through four (4) quarters.

In addition to the common measures, the strategic plan sets the following standards and metrics for its operational delivery:

- Increase the number of unemployed individuals who utilize workforce services.
- Increase the number of underemployed individuals who obtain full time jobs and/ or increase their wages.
- All partners have integrated the skills employers identified as “essential workplace skills” into their employability programs.
- Increase in the number of individuals in employability programs who obtain the workplace skills.
- Employers within the targeted industries (healthcare, advanced manufacturing, IT, construction trades and transportation and logistics) are aware that these skills are being taught throughout the system.
- Solution oriented convenings occur around the issues of timing of certification tests and the “benefits cliff” with an action plan developed with shared responsibility among the partners for execution.

Monetary and in-kind contributions that support the workforce development system are used to provide services and operational support to the system and align with business and industry needs. The SCWDB may explore the possibility of forming a non-profit organization to allow for additional grant opportunities and donations.

Section 3: Local Area Partnerships and Investment Strategies

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)]

The SCWDB values strong partnerships and the resulting coordination of services and resource sharing. Specific roles and resource contributions are detailed in the One-Stop Memorandum of Understanding (MOU). Partner staff continue to have regularly scheduled Management Team meetings to discuss options for additional resource sharing opportunities that support stronger integrated service delivery for our customers--the jobseekers and the businesses. The programs included in the system are as follows: WIOA Adult, Dislocated Worker and Youth, Wagner-Peyser, Trade, Vocational Rehabilitation, Adult Education, Perkins Career and Technical Education, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Title V Older Workers, Reemployment Services and Eligibility Assessment (RESEA), and Jobs for Veterans State Grant (JVSG), Community Action Agency.

The SCWDB supports the state policy related to Quality Standards for programs operating in the Workforce Centers. The balanced scorecard approach of monitoring customer relations, operations, professional development, and resource management are emphasized to all contractors and partners. Reports are reviewed by the SCWDB quarterly documenting the quality standards and reviewed by SCWDB staff monthly. In providing high quality customer satisfaction, the SCWDB advances concepts that are in support of the state plan such as "no wrong door," collaborative service delivery with a programmatic continuum, affirmative referrals and total customer satisfaction. In oversight of operations, the SCWDB supports the state plan in oversight of the processes for intake, assessment, and screening; job placement, training, and skills development; and employer outreach and business services. In support of professional development, opportunities provided by all partners are shared and other grant funding is used to help offset costs of staff development. The SCWDB reinforces the commitment to co-location and resource sharing to support resource management. The partner report card gathers the following information monthly from all Center partners: number of job seeker customers, number of new hires, number of new hires related to training activities completed, number of training activities completed, number of credentials attained, number of new employers registered in VAWC, number of new job orders staff and employers entered in VAWC, number of job orders matched, and number of employers served by partner staff. The One Stop Manager shares the reports with Management Team and staff.

The SCWDB works with the entities carrying out the core programs and other workforce development programs, including Carl Perkins Career and Technical Education and the community college to carry out the local and state strategic vision and goals through alignment of resources and integration of services. The following strategies will be used:

- Collectively promote the further integration of programs through additional joint planning.
- Align planning and budgeting processes to the vision and goals of the state and local workforce system plans.
- Jointly identify and support workforce skill standards/competencies and industry performance measures to drive common outcomes.
- Coordinate resources and programs to promote a more streamlined and efficient system.
- Promote information sharing and coordination of activities to improve the performance of local partners.
- Use common release of information processes subject to confidentiality provisions.
- Use common intake and assessment process, when appropriate.
- Promote the development and implementation of a more unified system of measuring performance and accountability under WIOA.
- Promote the development of common data systems to track progress and measure performance for the jobseeker customers and the business customers.
- Commit to high standards of customer service using data to continuously improve the system.
- Use of the common or co-branding of the Virginia Career Works.

The CLEO-SCWDB Agreement can be found at this link:

<https://vcwsouthcentral.com/wp-content/uploads/CLEO-SCWDB-Agreement-WIOA-Revised-10.28.16.pdf> The Agreement describes the duties/responsibilities of the Chief Elected Officials, the duties/responsibilities of the SCWDB and those duties/responsibilities that are shared. According to the CLEO-SCWDB Agreement, those items that require action by both boards are forwarded to the CLEO for action after approval from the SCWDB. The CLEOs meet quarterly and the SCWDB Chairman, Vice-Chairman and Executive Director attend the meetings and provide updates on SCWDB activities, expenditures, policies, and performance outcomes. Minutes of the CLEO and SCWDB meetings are shared with each Board quarterly as part of the meeting packet (for information). Representatives from the SCWDB and CLEO participated on the Center Certification Team for One-Stop Center Certification. Representatives from the SCWDB and CLEOs participated on the Evaluation Team for the One-Stop Operator proposals and the Adult and Dislocated Worker proposals.

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 serves 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]

The entities serving on the Business Solutions Teams in the region continue to involve employers in the development of new workforce initiatives by engaging them to meet their needs. On-site visits to employers to identify needs is one strategy used to engage employers. Additionally, employers are invited to speak at BST meetings to make the Team aware of the employer needs. Economic development staff from the local and state levels are a part of the BSTs and staff members communicate existing and potential prospect needs to the team. By being proactive and responsive to the business communities we serve, we can ensure that our region has a well-trained and skilled workforce and that all employers have the tools and manpower they need to be successful. Our region will continue to engage not only as many employers as possible, but also provide outreach through other means such as chambers of commerce, economic development organizations, industry associations, social media, our website, and community events. In order to assist in this endeavor, we have a Business Solutions Manager to serve our regional workforce area. The SCWDB will initiate sector strategy initiatives to convene industry sectors and further engage employers to address their needs.

Our region embraces stackable credentials in high demand occupations in career pathways. The SCWDB collaborates with employers and Southside Virginia Community College and other training vendors to encourage the use of industry-recognized credentials versus traditional for-credit training. Discussions regarding new workforce initiatives take place during SCWDB meetings, CLEO meetings, CTE Advisory Committee meetings, BSTs, Chambers, and other employer-led initiatives such as the Industry Roundtable and Business After-Hours events.

The South Central Workforce region utilizes an integrated approach to identify specific workforce needs of its employers. Through an integrated form of outreach, the BST members share the needs identified from visits/contacts with employers to the Point of Contact (POC). The POC facilitates the delivery of the appropriate service with the partner that can provide the services. The POC also provides the follow-up and oversight to ensure the service is provided in a timely manner to the employer. The three Business

Solutions Teams that serve our region host monthly meetings to discuss the outreach efforts, services rendered, and de-brief on any improvements that could have been made to ensure continuous quality improvement. The services are documented by each partner on a shared drive in Google Sheets in order to prevent duplication of services.

Employer engagement occurs on many levels in our region as demonstrated by the following:

- Large and small businesses are invited to attend and often speak at our business solutions team meetings.
- Strong efforts to serve four in-demand industries Healthcare, Information Technology, Trades/Construction, and Logistics through Business Services.
- The regional Coordinator of Statewide Rapid Response Activities partners with the BSTs to provide LMI, quarterly business seminars, and additional funding when needed for layoff prevention.

The Business Solution Teams that serve our region strive to support the needs of our local workforce development system through an integrated approach. The services they provide our local businesses to help them succeed are numerous, such as recruiting, candidate assessment, job-matching, training, and placement services. Partners come together to offer these services in a seamless manner, which is coordinated by the POC. Emphasis is on meeting the business need at the speed of business with a maximum 24-hour response time to a request.

In order to coordinate our regional workforce and economic development programs our region has worked to help areas become Certified Work Ready Communities in order to make them more business friendly for economic development. We maintain open communication channels with our CLEOs to stay apprised of current employer needs and future prospects and expansions. We are also working to address the issues our region is experiencing with the transition of an aging workforce to millennials by partnering with educational institutions that offer workshops, training and staff development to businesses.

In order to strengthen the linkages between the one stop delivery system and unemployment insurance programs, the following strategies are used:

- WIOA adult case managers attend Reemployment Services and Eligibility Assessment (RESEA) sessions that are hosted in the Virginia Career Works Centers, as appropriate.
- RESEA and WIOA staff jointly conduct assessments for participants to determine eligibility and to identify what other services they may need.
- Virginia Career Works Center staff provides assistance to RESEA customers to ensure that they enroll in VAWC.
- Staff assists them with entering their resumes into VAWC.
- Staff works with the unemployed claimants to demonstrate the Job Search feature in VAWC and assists them with connecting to job placement services.

- Virginia Career Works Center staff continues to innovate new ways to connect one stop customers with industry/sector strategies and career pathways that meet the needs of laid-off workers and employers in our region.
- BSTs develop on-the-job training opportunities from job orders to provide an opportunity to explain the programs to employers who have never used the “system”.
- Employers who have used on-the-job training and incumbent worker training successfully are “spokes-persons” at chamber events and other business-led meetings.

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)]

The SCWDB recognizes the importance of a partnership between workforce and economic development. Workforce, economic development entities, and education leaders provide a collaborative approach that creates an environment where significant job creation can occur by placing greater emphasis on coordinating instead of duplicating efforts. The role of the SCWDB as regional convener serves as a means for future economic success and long term growth in the region. Examples of collaborative efforts are described below.

The SCWDB will coordinate local workforce investment activities with the Dan River Region Collaborative, Virginia’s Growth Alliance, and Southern Virginia Regional Alliance. The Dan River Region Collaborative (DRRC) was founded in 2008, in partnership with the National Fund for Workforce Solutions, to address workforce development in the Dan River Region of Virginia. Utilizing a sector strategy approach, the Collaborative promotes regional partnerships of employers, educators, workforce developers and other stakeholders to address the skills needs of regional employers. Within the industry partnerships, DRRC’s efforts focus on capacity building, systems change and policy advocacy. DRRC is leading a grassroots effort to position Southern Virginia as the first region in the nation to participate in ACT’s Certified Work Ready Community initiative as a regional economic development activity. The Collaborative utilizes a sector strategy approach as the primary means to support employers. Based on the assets currently in the region, the Collaborative has chosen to focus on three strategic sectors: Advanced Manufacturing, Healthcare, and Informational Technology. The Executive Director of the SCWDB serves on the Steering Committee of the Collaborative and assists in the implementation of activities such as on the job training, the Work Ready Community, community health worker training, LEED training, and other workforce initiatives that assist in economic development in area 8.

The Virginia’s Growth Alliance (VGA), a regional economic development marketing organization, serves the city of Emporia, as well as Amelia, Brunswick, Buckingham, Charlotte, Cumberland, Greenville, Lunenburg, Mecklenburg, Nottoway and Prince Edward counties. Coordination of local workforce investment activities are coordinated through the county administrators, who also serve on the VGA

Board. Efforts will be made to become part of the agenda of VGA meetings to report Board activities and work closely with the Marketing Committee of VGA to coordinate activities.

The Southern Virginia Regional Alliance (SVRA), a regional economic development organization, includes Halifax County and Local Workforce Development Area 17. The SCWDB plans to reach out to the SVRA to coordinate activities.

In order to promote entrepreneurial skills training and microenterprise services, the SCWDB partners with the Longwood Small Business Development Center (SBDC). Persons interested in starting a new business are referred to the Longwood SBDC through the Workforce Centers. Services offered include business plan development, loan packages, financial analysis, sales strategy, business education, training and marketing. The Virginia Career Works Centers provide referrals of jobseekers, on-the-job training, assessments, interview space and other human resource needs once the businesses are operational. Staff of the Longwood SBDC is part of the Business Solutions Teams and the services of the SBDC are marketed along with the other services of the Virginia Career Works Center core partners to better serve business.

The SCWDB receives periodic updates regarding upcoming projects through newsletters. GO Virginia was created to restore Virginia's position of economic leadership by creating state financial incentives, providing technical support and other assistance that will encourage collaboration on private sector growth and job creation by business, education and government in the region.

Due to the large geographic area of the region, the SCWDB has created three business service teams: Halifax Business Solutions Team (serves Halifax County); Lake Country Business Solutions Team (serves Brunswick and Mecklenburg Counties); and Heartland Business Solutions Team (serves Amelia, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway, and Prince Edward Counties). Economic development directors, county administrators and core partners make up the team to collaborate with local businesses to address needs related to talent attraction, development, expansion and growth.

The SCWDB also works with several chambers of commerce and participates in various events to support business growth. The SCWDB will continue to strengthen these and other partnerships for mutual and future growth opportunities.

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 Youth Committee meets quarterly and identifies other areas of activity with secondary and post-secondary education programs that lead to local in-demand jobs. The Vice-President of Workforce from the community college and the SCWDB Executive Director meet at least quarterly to discuss ways to coordinate strategies, enhance services, and avoid duplication of services such as financial aid, new non-credit training programs, supportive services and employment. SCWDB members and staff serve on the K-12 Career and Technical Education (CTE) Advisory Committees in all ten (10) counties and coordination

occurs with credential attainment, jobs in demand, and curriculum. The SCWDB, SVCC, and the K-12 CTE Directors coordinate job fairs and other workforce development activities that support employment.

Secondary and post-secondary representatives serve on the Business Solutions Teams and strategize how to provide businesses with their graduates and services. The Southern Virginia Higher Education Center (SVHEC) is designated as the Area Health Education Center (AHEC) and the SCWDB Executive Director serves on the Advisory Committee of the Center for Nursing Excellence to coordinate services and hear from employers in the health care business regarding hiring needs and credentials. The SCWDB partnered with the SVHEC on a transportation study to determine the need and success of a transportation system within the area to assist with getting people to and from post-secondary institutions. The SCWDB and the SVHEC also partner to support grant opportunities that improve access and programming for workforce development activities and prevent duplication.

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.

Collaboration with the local community college, Southside Virginia Community College, is integrated into the day to day operations of the Workforce Centers. SVCC is the lead agency for the One Stop Operator and hires the One Stop Manager for the three (3) centers. SVCC is also one of the partners contracted to provide WIOA Adult and Dislocated Worker services in the South Central Region. They also provide all of the adult education and literacy programs in Area 8. The Vice-President of Workforce is also a member of the Center Management Teams and the Director of Workforce is a member of all three (3) Business Solutions Teams. New program information is shared as it is received by either the SCWDB or SVCC and plans are made on how to collaborate and provide access to those in need of the programs. Referrals to the Centers for services by SVCC staff is part of its standard operating procedures.

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)]

Supportive services are those services or activities necessary to reduce or eliminate barriers to obtaining or retaining employment. The SCWDB allows the use of supportive services after a needs assessment has been completed and other sources of support are not available. In order to assist with the provision of transportation services, customers attending training, participating in work experiences or interviewing for employment are subject to mileage reimbursement for each round trip documented. Public transportation is not available and due to the rural nature of the area, customers travel long distances to attend training. In addition to transportation, other supportive services include funding books, immunizations, drug screens, certification fees, tools, uniforms, and other items required for training or employment. If any of these items are provided by the employer or another source, the service is not funded through WIOA Title I. If a customer is served by more than one agency in the Virginia Career Works Center (such as TAA, WIOA and DARS), an Integrated Resource Team meeting is convened and the partners collaborate and blend funds to provide the best non-duplicative services for the customer.

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)]

Wagner-Peyser is a labor exchange program that brings together individuals who are seeking employment with employers who are seeking employees. The Virginia Employment Commission (VEC) administers the labor exchange, which has the capacity to assist job seekers to find employment, to assist employers in filling jobs, and to facilitate the match between the two groups. Labor exchange services fall under the basic career services identified in WIOA. Self-services are available to all job seekers and employers either at workstations at the Virginia Career Works Centers or through personal computers through the Internet.

To maximize coordination, improve service delivery and avoid duplication of Wagner-Peyser services, all customers are entered into the state database, Virginia Workforce Connection (VAWC), as a jobseeker or an employer when they are seeking services through the Workforce Centers, regardless of the entry point or partner serving them. The VEC provides Wagner-Peyser reports to the SCWDB and partners to track use of the system, such as new job seekers registered, job orders received, job matches, new employers registered, and employment.

Business solutions team members, regardless of partner, gather the needed information to input job orders. The job openings are shared at team meetings through the use of a shared document. As part of the business solutions team, the Wagner Peyser staff works with other Center staff to provide assistance with all human resources demands, such as screening qualified applicants, assessing/testing applicants and assistance with application processing, job fairs, on-site visits, tax incentive information, and mass recruitments. Protocols and procedures are detailed in the Business Solutions Agreement and MOU for the One Stop System.

A transition plan was developed for turning the Wagner-Peyser duties back to the VEC for a smooth transition for employers and jobseekers. During the COVID-19 Pandemic, the Wagner -Peyser services were provided by the SCWDB through the Title I staff. A MOU between the VEC and the local board outlined the duties and responsibilities that were to be performed during the contract period to avoid duplication of services.

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)]

The SCWDB has a robust partnership with the provider of adult education and literacy activities, Southside Virginia Community College, to ensure uniformity and minimize duplication of effort. The partnership allows the Workforce Centers to offer an integrated menu of workforce development services to employers and a host of potential jobseekers. The SCWDB and Southside Virginia Community College (SVCC) are parties to a Memorandum of Understanding for provision of adult education and

literacy services in Area 8. SVCC provides the English language skills, adult basic education and GED preparation that adults need to further their education at the post-secondary level and obtain employment. Through the use of an integrated intake system, customers are automatically screened and referred for adult education and literacy services. Jobseekers who are assessed as basic skills deficient are given priority of service and referred to SVCC for provision of adult education services. Customers are dual enrolled in WIOA and Adult Education concurrently and services are provided to increase basic skills levels, enroll in other workforce development programming or on the job training.

Adult education applications will be submitted to the SCWDB for review and approval prior to submission to the Virginia Department of Education/Adult Education. A team appointed by the SCWDB, consisting of Board members and Board staff, review the applications, score them and submit results to the Department of Education to ensure alignment with the local plan.

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***

The South Central Workforce Development Board outlined the policies and protocols for engaging employers by developing a Business Solutions Team Agreement. All partners who are members of the three BSTs at the Virginia Career Works Centers are required to sign and adhere to the policies and protocol defined therein. The document outlines the vision and mission of the SCWDB, roles and responsibilities of the partner in providing business services in a collaborative manner including single point of contact and timelines for responding to business needs. Business services policies and protocol are also outlined in the partner One-Stop MOU. Members of the BST are required and optional partners and some are co-located and some are not. The agreement adheres to a single point of contact which is the Business Solutions Manager for the region.

The BSTs will involve employers in the career pathways/sector strategies for the region to better meet the needs of the businesses. SCWDB will identify employer's workforce needs by identifying the competencies employers categorize as work ready by creating a list based on local feedback from employers and national research on the skills required for the future workplace. Upon local employer validation, convene partners to ensure that the essential skills/competencies are a focus of their employability training programs and that they are using curriculum aligned to teaching the skills that support the employers' needs.

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 skillsdeficient.

The priority of service policy in Area 8 defines the populations who are to receive priority of service in the Virginia Career Works Centers to include veterans, low income individuals, recipients of public assistance and individuals who are basic skills deficient. At least 51% of customers enrolled into WIOA as adults must meet the definition of hardest to serve which refers to those who are recipients of public assistance, other low-income individuals (poverty or 70% LLSIL), and individuals who are basic skills deficient. These recipients must meet all criteria for WIOA enrollment (career and training services). Income must be evaluated to determine whether the customer falls into the priority of service for training.

For programs that have existing statutory priorities that target certain groups, such as WIOA Adult and Youth programs, veterans' priority is applied to covered persons that meet program criteria. Thus, an individual meeting both the veteran and the program requirements would receive the highest priority for WIOA Youth or Adult services over a non-covered person satisfying the program requirements. The following sequence of services priority will apply:

First Priority	Recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the local workforce area who are covered persons with respect to veterans' priority.
Second Priority	Recipients of public assistance, other low-income individuals and individuals who are basic skills deficient in the local workforce area.
Third Priority	Covered persons with respect to veterans' priority not considered to be recipients of public assistance, low-income or individuals who are basic skills deficient in the local workforce area.
Fourth Priority	Adults not considered to be recipients of public assistance, low income or individuals who are basic skills deficient in the local workforce area.

Section 4: Program Design and Evaluation

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 South Central workforce development system includes diversity in program offerings designed to serve all employers and residents. The focus to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment, across all programs is to strengthen the engagement and relationships of all key partners. Services will continue to align around customer flow, strategic policy development, strategic procedures that prevent duplication of services, shared data, and coordination and leveraging of resources. The SCWDB will work with the Management Team to develop strategies that will expand access to co-enrollment across core programs when appropriate. Local WIOA policies exist that promote co-enrollment of eligible older youth and

adults. The SCWDB will continue to partner with DARS and other agencies that expand access to services for individuals with disabilities. The One Stop Director regularly provides cross-training opportunities for Center staff, with a focus on the core programs. The priority of service policy focuses on serving those with barriers to employment. The SCWDB currently has a grant named Economic Equity that focuses on those who are out of work and have barriers to employment to provide access to training, education, and supportive services. The Out of School Youth programs serves eligible individuals with barriers to employment and a large number of the youth are co-enrolled with DARS.

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)]

The local board facilitates the development of career pathways by requiring all Title I staff to complete the Sector Strategy Career Pathways Academy as well as encouraging all partner staff to participate. Upon completion of the Academy, a Career Pathways Implementation Team was developed to begin the career pathways work with industry sectors in the area. The Board also considers the employer needs for career pathways into its decisions regarding approval of eligible training providers and programs. Additionally, we have been conducting round table events with employers from every sector in our region to obtain their feedback on a myriad of topics including training needs and discussions on how to build career pathways and a talent pipeline to each sector. Career counseling for those interested in training takes into account the career pathways that are in demand in the area and includes information regarding job availability, training requirements, certifications, and wages. We have been working closely with the Career and Technical Education programs at the high schools in our area. These CTE programs focus on academic, employability, and technical skills used in specific occupations and encourage high school students to begin thinking about their desired career paths.

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)]

The local board utilizes an Integrated Resource Team (IRT) approach to co-enrollment and to maximize efficiencies and use of resources. The common intake also ensures that individuals entering the system have access to the needed programs and ensures referrals to the appropriate partner(s). Co-enrollment of individuals into the core programs is standard operating procedures at all Virginia Career Works Centers. The IST meets to discuss the needs of the customer and decides which partner can best provide which service to reduce duplication of services and maximizes resources.

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)]

The SCWDB requires annual renewal of service providers, whether it is eligible training providers and programs or service providers of WIOA Title I Adult, Dislocated Worker and Youth services. Performance of all providers is tracked monthly by staff and quarterly by the Policy/Oversight Committee of the SCWDB and is reported to the SCWDB quarterly. Customer satisfaction surveys are also reviewed quarterly from job seekers, those receiving training services and employers to ensure their needs are being met. The Business Solutions Manager also maintains close communication with local employers and their needs are communicated monthly to all partners through BST meetings and quarterly to the

Employment Enhancement Committee of the SCWDB. Quarterly performance reports are reviewed relating to employment and credentialing as well as performance of on-the-job training contractors. When the needs of employers, workers and job seekers are not being met, contracts are revised as appropriate, eligible training programs/providers are changed and other corrective actions are implemented to ensure continuous improvement.

(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)]

Information sites for one-stop delivery services are located throughout the South Central region where a comprehensive or affiliate site is not located. The sites provide internet access to VAWC and informational brochures with contact information for services. In addition, case managers will meet with customers by appointment in remote areas at public sites such as libraries and departments of social services. Services can also be provided through virtual means such as Zoom/Google meetings, email and phone.

The use of social media has been used extensively and successfully in getting information to the public regarding services, job openings, job fairs and other program services. Virtual job fairs have also been useful in providing access to hiring opportunities without having to travel to the locations. Because of the integrated service delivery in the Centers, a job seekers receives all services needed in an integrated setting in one location rather than having to travel from agency to agency.

(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)]

One Stop partners and the Operator comply with WIOA section 188 and the provisions of the ADA as stated in the One Stop MOU. Staff have been provided training on section 188 and ADA online by the Virginia Community College System (VCCS) and as part of the One Stop certification process, physical and programmatic access of the facilities, programs, services, technology and materials are evaluated and deemed to be compliant with the requirements in order to maintain certification.

The One Stop Operator, as specified in the Request for Proposal for One Stop Operator and the resulting contract, is responsible to ensure that all facilities, technology, services, partner services, and materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity Guidelines. The Center facilities have been assessed for compliance with ADA by staff from the Center for Independent Living and the VEC and were found to be compliant. It is important to note that accessibility is the responsibility of all workforce partners. DARS has agreed to provide technical assistance to the One Stop Operator as resources are available to ensure appropriate accommodation and access to the One Stop delivery system for persons with disabilities. DARS supports workforce partners in their commitment to

the non-discrimination provisions of WIOA section 188, which is a blueprint for providing better and more access to the workforce development system and to Workforce Centers.

The South Boston Center was state certified beginning in January 2013 and has been Tier I Certified through June 30, 2024. As part of the certification process, documentation of ADA accessibility was submitted. Through a partnership with DARS, the SCWDB was part of a Disability Employment Initiative Grant which funded universal accessible workstations, accessible furniture and equipment, software, and staff training to address needs of individuals with disabilities. The training of staff on disability etiquette, motivational interviewing, and use of assistive technology to meet the needs of individuals with disabilities is ongoing. A refresher course is available at least annually when new staff is hired and periodically to update staff on new and innovative approaches and equipment.

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

The One Stop delivery system in the South Central Region is anchored in the Virginia Career Works Centers and services are provided by various partners as well as WIOA funded contractors. The SCWDB focuses on implementation of an interconnected, integrated workforce development system that includes education and training providers, community-based organizations, government agencies and businesses. The SCWDB's One Stop Operator and WIOA service provider for adult and dislocated worker services in Area 8 is a consortium of agencies that includes Southside Virginia Community College (lead agent, which hires the One Stop Manager) and the South Central Workforce Development Board (hires the WIOA adult; dislocated worker; and youth case managers). The comprehensive Virginia Career Works Center is located in South Boston and the following agencies are co-located (roles described): Virginia Employment Commission (provides Title III services such as Wagner-Peyser, unemployment insurance assistance, Veterans Services, RESEA, TAA, JVSG), Southside Virginia Community College (provides Title II Adult Education, post-secondary Carl Perkins, and One-Stop Operator), STEPS, Inc. and Pathstone both (provides Title V Older Worker program services), Tri County Community Action Agency, Halifax County Department of Social Services (SNAP and TANF), and Department for Aging and Rehabilitative Services (provides WIOA Title IV VR employment services to help individuals with disabilities prepare for, enter, engage in or retain employment). There are two affiliate sites at strategic locations to serve the remaining 9 counties with a full-time Title I staff to provide services.

The resource contributions of the one stop partners are vast and myriad. All partners share in the costs of the Virginia Career Works Centers according to the approved Infrastructure Funding Agreement allocated by square footage and FTEs. Fifty-percent of the One Stop Manager's salary/benefits are shared as well as all rent, utilities, communications, marketing, materials, equipment, and other Center costs. Southside Virginia Community College provides the computers and IT support for the resource rooms for all 3 Virginia Career Works Center sites and for the classroom at the comprehensive Center as in-kind. In addition, SVCC also provides as in-kind contributions the staff support that installs computers, updates software, and replaces the computers. DARS provides the teleconferencing equipment for the Center and conference room space in the evaluation lab. Title V provides trainees to work at the front desk and assist in the resource room. In the Virginia Career Works Lake Country Center, SVCC provides the Internet, telephone equipment, and lines (VOIP) free of charge. VEC staff provides basic career

services in the resource room for 16 hours per week. At the Virginia Career Works Keysville Center, WIOA Title I Adult and Dislocated Worker programs are available as well as Title II Adult Education. All operating costs are provided in-kind by SVCC (rent, internet, phones, and fax). See MOU and IFA at this (UPDATED 12/14/22) link: <https://vcwsouthcentral.com/wp-content/uploads/SCWDB-MOU-2022-2023.pdf>

(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)]

The Virginia Career Works – South Boston Center piloted the “My Virginia Journey” portal starting in 2019 as a common intake tool and referral portal. It continues to be used as a referral source for customers wishing to access partner services. An online survey tool is being used as a common Center Intake that harvests not only the necessary information needed from clients, but also permission to share that information through an integrated referral process with other center partners. We developed a center intake sheet for all locations that held basic client information, along with a section indicating which partner services the individual self-attested to during the intake process.

The Adult, Dislocated Worker, and Youth program authorized under Title I-B of WIOA and Administered by the Virginia Community College System (VCCS) utilizes VAWC for their case management and had previously kept hard copy client files for their participants. They have implemented and approved digital documentation not only for their intake process, but also for their case management processes as well.

The Adult Education and Family Literacy program authorized under Title II of WIOA and administered by the Virginia Department of Education (VDOE) has made the transformation from classroom educational service delivery to virtual delivery through “Zoom” meetings.

The Wagner-Peyser Employment Services program authorized under Title III of WIOA and administered by the Virginia Employment Commission (VEC) and most recently the South Central Workforce Development Board has always been delivered through the VAWC website and that process has continued. However, clients that did not have internet or the means to access the VAWC from home have always been able to utilize the one-stop center resource rooms to register and/or update their accounts. In order to provide this assistance to these customers, service delivery within the one-stop centers has transitioned to virtual assistance by utilizing Google Chrome’s Remote Desktop application to maintain social distancing during the pandemic.

The Vocational Rehabilitation programs authorized under Title IV of WIOA and administered by the Department for Aging and Rehabilitative Services (DARS) and the Department for the Blind and Visually Impaired (DBVI) had transitioned their client intake and service delivery format to one that accepts digital documentation and file maintenance making their processes fully technology-enabled.

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

See this link <https://vcwsouthcentral.com/wp-content/uploads/SCWDB-MOU-2022-2023.pdf> for the MOU that describes all services provided.

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

The One Stop Operator is contracted through a competitive procurement process. The current One Stop Operator is Southside Virginia Community College (SVCC). The lead agent is SVCC who hires the One Stop Director to oversee the operations of the Centers in the area. A Request for Proposal for the One Stop Operator resulted in a new contract with SVCC that began on July 1, 2021. The One Stop Operator oversees operations in all three Virginia Career Works Centers in the South Central Region.

(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 Virginia Career Works - South Boston Center is the state-certified comprehensive center in Area VIII and is located at 2506 Houghton Ave., South Boston. At this center, the following agencies are co-located (roles described): Virginia Employment Commission (provides Title III services such as Wagner Peyser, unemployment insurance assistance, Veterans Services, RESEA, JVSG, TAA), Southside Virginia Community College (provides Title II Adult Education, post-secondary Carl Perkins, Apprenticeships, Workforce Services, and hires the One Stop Director), STEPS, Inc. (provides Title V older worker program services), South Central Workforce Development Board (provides WIOA Title I adult and dislocated worker and youth services and hires case managers), and Halifax County Department of Social Services (provides SNAP E & T assistance), Department for Aging and Rehabilitative Services (provides WIOA Title IV VR employment services to help individuals with disabilities prepare for, enter, engage in or retain employment). There are no current plans for additional partners.

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

Affiliate sites are as follows:

- Virginia Career Works – Lake Country Center located at 111 East Danville Street South Hill, VA 23970. This center serves Brunswick and Mecklenburg counties.
- Virginia Career Works – Keysville Center located in room 42F at Southside Virginia Community College, 200 Daniel Road, Keysville, VA 23947. This center serves Amelia, Buckingham, Cumberland, Prince Edward, Lunenburg, and Nottoway counties.

Partner sites are located at:

- James L. Hammer Public Library, 16351 Dunn Road, Amelia Court House, VA. 23002
- Southside Virginia Community College, 109 Campus Drive, Alberta, VA. 23821
- Ellis Acres Memorial Park, 245 Camden Street, Dillwyn, VA. 23936
- Cumberland Community Center, 1874 Anderson Highway, Cumberland, VA. 23040
- Victoria Library, 1417 7th Street, Victoria, VA. 23974
- Crewe Library, 400 Tyler Street, Crewe, VA. 23923
- Charlotte County Department of Social Services, 400 Jefferson St., Charlotte C.H., VA. 23923

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)]

Training services may be made available to employed and unemployed adults, dislocated workers and eligible out of school youth who after eligibility determination and assessment have been found to be unlikely to obtain self-sufficient employment. Challenges to obtain self-sufficient employment can be determined through interviews, evaluations, assessments, career planning engagement, and documentation of a variety of life circumstances, including dislocation, lack of work history, health status, family status, or a lack of a credential. The SCWDB utilizes Individual Training Accounts (ITAs) to assist customers with training for those who do not have a credential and demonstrate a commitment to follow through with training. However, the SCWDB may elect to provide contracted training services in the form of on-the-job training contracts or customized training if the customer has transferable skills and is not able to attend training and demonstrates commitment to find employment and retain it. The SCWDB has not used customized training contracts because employers have not requested it but would consider it as a training service if the need arose.

The One Stop Service Provider ensures that all customers requesting training using an ITA apply for the Pell Grant by completing the Free Application for Federal Student Aid (FAFSA) or other grant or scholarship. Coordination of grants such as FANTIC, REV and the Workforce Career Grant (WCG) are used for non-credit class financial aid through the local community college. ITAs are limited to \$8500 for most training programs and up to \$10,000 for nursing, welding and power line worker programs. All training must be in a program that is on the Eligible Training Provider List (ETPL).

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)]

Informed customer choice in the selection of the training program is ensured through the use of the eligible training provider list and labor market information, which is made available to all customers seeking training, as well as stakeholders. The eligible training provider list provides the program costs, location, and performance information on program completion, credentials earned, entered employment rate and post-employment earnings. Labor market information (LMI) is discussed with the customer to show the number of jobs available in the area, the wages of the job, the career pathways, and opportunities for advancement. Option for training include in-person, virtual and hybrid options.

4.7 Describe the 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)]

The training programs are annually reviewed and re-certified by the SCWDB to remain eligible for ITAs. The review process includes documentation of program completion, credentials, employment and

wages. If the performance measures are not met or the programs are not used to meet in-demand occupations, they are removed from the approved list for funding.

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

When the need arises to utilize statewide rapid response activities, the Local Board and One Stop Operator will contact the regional Rapid Response Coordinator to coordinate activities. The need for rapid response activities may be determined by the filing of a WARN, contact from a local employer through the Business Solutions Team (BST), contact from a county elected official or economic development director, contact from the Regional Rapid Response Coordinator (which is led through Virginia Employment Commission), or through word of mouth from employees who have been laid off and come into the Virginia Career Works Centers seeking assistance.

After a layoff or closure has occurred or been announced, a meeting with the affected employer is scheduled by the Rapid Response Coordinator in coordination with the Business Solutions point of contact. During the initial employer meeting, the SCWDB will assess the scope of the layoff and determine if any layoff aversion strategies could assist in avoiding the layoff. If rapid response funds are needed to supplement the local formula funds, the SCWDB will apply for additional funds to meet the needs of those affected workers. If layoffs are inevitable, dates of the sessions will be scheduled. The lead staff responsibilities include receiving the notice of the layoff or closure, coordinating, attending and facilitating initial employer meeting(s), and coordinating local partners to implement rapid response event plans (information on unemployment compensation, adult education, post-secondary training, dislocated worker program, social services, and other services as identified). In addition, the lead staff also assists in facilitating rapid response information session(s) with affected workers. Duties include providing information session folders after gathering partner information that includes facilitating and administering employee surveys, completing rapid response reports, coordinating information among partners to and from affected workers, maintaining communication with the employer throughout the process, and coordinating enrollment of dislocated workers into WIOA program. Services can be tailored to meet the needs of the employer and the employees such as a job fair conducted at the employer's site, resource fair, on and/or off-site VAWC registration and/or WIOA enrollment sessions and resume/interview skills sessions.

The SCWDB also assists employers with incumbent worker training and takes the lead to apply for Rapid Response funds to meet the need of employers to avert a lay-off. However, since funds set aside for Rapid Response events can only be used for employers with 50 or more employees, being able to provide rapid response type services to small businesses is a critical need in the area. According to the 2nd Quarter 2020 Census of Employment and Wages report for the VEC Economic Information and Analytics, out of the 5,635 businesses in our area, 5,478 have fewer than 50 employees, which is over 97%. A systematic and coordinated approach from the VEC, WIOA service provider, SCWDB, and Southside Virginia Community College to serve small businesses is paramount to the economic success of the area.

Section 5: Compliance

5.1 Describe how the local board meets its responsibilities for oversight, monitoring, and corrective action for WIOA Title I programs.

The monitoring, oversight, and corrective action of WIOA Title I programs is performed by SCWDB staff monthly and reviewed quarterly by the Policy/Oversight Committee of the SCWDB, and is reported quarterly to the SCWDB. The Operations Manager visits each Workforce Center and monitors files of each case manager at least quarterly or performance a virtual desk audit of files. Each youth case manager is monitored quarterly as well. At least 10%-15% of the files are monitored each quarter. The tool used is the same tool used by the state monitors to ensure consistency in monitoring. A report of any standard not met is recorded and a corrective action is required within two weeks. The monitoring reports and subsequent corrective action plans are reviewed by SCWDB staff and the Policy/Oversight Committee. The Operations Manager monitors each corrective action plan until all items have been corrected. Annually, the Operations Manager and Executive Director monitor each contractor for fiscal accountability as well as receive a copy of the annual audit performed per OMB. A summary of all programmatic issues are provided in the annual report along with the fiscal monitoring and a copy of the review and the corrective action is given to the Policy/Oversight Committee and the Executive Committee for their review. Monthly desk audits are performed on all expenditure requests by the Fiscal Officer. Requests that do not meet the policy, such as documentation requirements, original signature, etc., are returned for correction before processing for payment.

Each quarter the Policy/Oversight Committee and CLEOs review all program/grant reports for performance as well as the state quarterly WIOA common measures performance. The Executive Committee reviews all expenditures against the budgets monthly. Any corrective action is referred to the contractor for correction and monitored by the Executive Director until completed. The Executive Committee of the SCWDB also hears all waiver requests as needed according to local policy.

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

The Sunshine Provisions are outlined in the CLEO/SCWDB Agreement and the SCWDB conducts business in accordance with those provisions:

- The SCWDB and CLEO shall share information regarding its meetings and activities with the public subject to the provisions of the Virginia Freedom of Information Act.
- The SCWDB and CLEO shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the SCWDB and CLEO, including information regarding the local plan prior to submission of the plan, and regarding membership, the designation and certification of the 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 formal meetings of the SCWDB and CLEO.
- The SCWDB, CLEO, and any subcommittee authorized to take official action on behalf of the SCWDB or CLEO 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 SCWDB or CLEO business. “Deliberations” are discussions necessary in order to reach decisions at SCWDB or CLEO meetings.
- Ensure that all meetings are held in an accessible location for individuals with disabilities and that all information is provided in accessible and alternate formats.
- Give public notice of meetings in accordance with applicable state code provision, 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.
- Ensure that the votes of SCWDB and CLEO 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 the roll call votes, and the names of any citizens who appeared and gave testimony.
- The SCWDB, CLEO and any subcommittee authorized to take official action on behalf of the SCWDB or CLEO must do the following:
 - Closed executive sessions may be used according to the provision of the Virginia Freedom of Information Act. Such sessions may be held during or after an open meeting, or may be announced for a future time. If a closed session is not announced for a specific time, the SCWDB and CLEO 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.
 - Official action on any matter discussed at an executive session must be taken in an open meeting.

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

WIOA funds are expended in a timely manner due to established fiscal procedures at this link:

<https://vcwsouthcentral.com/policy-manual-1-20-2021/>. Invoices are processed for payment as they are received, and checks are written weekly to ensure payments are made in a timely manner. Processes are in place to ensure that customers and vendors are paid within not more than a 45 day time frame, but usually takes place within 7 to 30 days. Payments are made using only original invoices with proper documentation and signatures attached with the funding source indicated. A desk audit of all invoices is completed by the Fiscal Officer and all expenditures are approved by the Executive Director and SCWDB Treasurer. Monthly tracking of expenditures against the budget are performed by Board staff and the Executive Committee. If expenditures are not timely, the contractors are notified with a plan for corrective action.

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)]

The South Central Workforce Development Board (SCWDB) and all contractors receiving Federal funds must abide by the requirements of the applicable Office of Management and Budget (OMB) circulars and Department of Labor (DOL) administrative requirements, including the Workforce Innovation and Opportunity Act (WIOA) and the Virginia Community College System (VCCS). The Board follows the Virginia Public Procurement Act for procurement of One Stop Operator, Service Delivery of WIOA Youth, Adult, and Dislocated Worker programs. All requirements are included in the Request for Proposals and incorporated into the resulting contracts.

Southside Virginia Community College is the current One-Stop Operator. The contract is effective July 1, 2022 until June 30, 2023. The South Central Workforce Development Board has been running the Title I Adult/DLW Programs since July 2021 and there was no RFP issued for the current program year. The SCWDB currently is operating the Adult and Dislocated Worker programs on an approved waiver from the Governor's Office. The SCWDB is also currently operating the Youth program for the South Central Region.

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

The County of Charlotte is the entity responsible for the disbursement of grant funds.

5.6 Describe the strategy used by the local board to leverage WIOA funds with other federal, state, local, and philanthropic resources.

One of the duties of the Executive Director of the SCWDB is to write grants to obtain additional federal, state, local or other funds. In addition, the SCWDB leverages resources of other agencies such as PELL, Financial Aid for Non-Credit Training Leading to an Industry Credential (FANTIC), RSVP, National Dislocated Worker Grant, Workforce Career Grant (WCG), employer scholarships, etc. to fund training and/or supportive services for customers. Integrated Resource Teams meet to discuss the needs of common customers to leverage funding and blend and braid resources to obtain the most services for the customer while spreading the cost among those agencies involved.

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

The following is a summary of the Final Negotiated Performance Goals for the Local Workforce Development Area 8 for 2020 and 2021.

PERFORMANCE MEASURE	ADULT	DISLOCATED WORKER	YOUTH
Employment Rate 2nd Quarter After Exit	82.1%	86.0%	80.3%
Median Earnings 2nd Quarter After Exit	\$6,000	\$6,900	\$3,500
Measurable Skill Gains	78.9%	82.20%	68.6%
Employment Rate 4th Quarter After Exit	82.3%	86.3%	86.2%
Credential Attainment Rate	75.3%	72.5%	65.0%

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)]

The Chief Local Elected Officials (CLEOs) meet quarterly throughout the year. Annually, the CLEOs take action to designate the fiscal agent responsible for the dispersal of grant funds for Title I WIOA. The jurisdiction that is chosen to serve as fiscal agent also houses the Workforce Development Board office. The jurisdictions that are willing to serve as fiscal agent are discussed in terms of staffing, willingness to serve, and capability to provide the necessary services to meet the responsibilities of the fiscal agent. The CLEOs approve a jurisdiction to serve as such. In addition, the annual audit of the fiscal agent is reviewed for compliance by the SCWDB and CLEOs.

WIOA funds are expended in a timely manner due to established fiscal procedures (See Fiscal Policy 1.6 <https://vcwsouthcentral.com/policy-manual-1-20-2021/>). Invoices are processed for payment as they are received, and checks are written weekly to ensure payments are made in a timely manner. Processes are in place to ensure that customers and vendors are paid within not more than a 45 day time frame, but which usually takes place within 7 to 30 days. Payments are made using only original invoices with proper documentation and signatures attached with the funding source indicated. A desk audit of all invoices is completed by the Fiscal Officer and all expenditures are approved by the Executive Director and SCWDB Treasurer. The South Central Workforce Development Board (SCWDB) and all contractors receiving Federal funds must abide by the requirements of the applicable Office of Management and Budget (OMB) circulars and Department of Labor (DOL) administrative requirements, including the Workforce Innovation and Opportunity Act (WIOA) and the Virginia Community College System (VCCS). The Board follows the Virginia Public Procurement Act for procurement of One Stop Operator, Service Delivery of WIOA Youth, Adult, and Dislocated Worker programs.

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)] See the partner MOU at this link: <https://vcwsouthcentral.com/wp-content/uploads/SCWDB-MOU-2022-2023.pdf>

5.9 Describe the actions the local board will take towards becoming or remaining a high-performing board

The SCWDB will continue to perform successfully as a high performing SCWDB by maintaining state certification, meeting or exceeding the adjusted levels of performance for primary indicators of WIOA performance, and increasing board engagement. The SCWCB will maintain fiscal integrity, increase in visibility and effectiveness as the regional convener, and strategically carry out the vision and mission of the Board to meet the needs of regional businesses and jobseekers.

In addition, the SCWDB uses the following standards of excellence for driving continuous improvement of the public workforce system:

- Board Engagement--Through a committed and strategic board committee structure, the SCWDB engages the expertise of board members to provide critical insights at both the strategic and programmatic levels. Board members have a clear pathway to leadership on the board through committee chair positions. The SCWDB operates five committees:
 - Executive Committee--Plans, coordinates, and expedites the work of the Board and may take action, when necessary, between Board meetings. The Committee meets monthly and exercises the authority and power of the Board, to the extent permitted by law and is charged with budget oversight, and makes recommendations regarding funding priorities and personnel administration.
 - Policy/Oversight Committee--Meets quarterly and recommends policies, provides oversight for contractors, oversees the One Stop System and is charged with performance management.
 - Employment Enhancement Committee--Meets quarterly and provides oversight for training programs, eligible training providers, and business services.
 - Strategic Planning Committee--Meets as needed to develop a vision for the future of the region's workforce development system.
 - Youth Committee--Meets quarterly and makes recommendations to the board concerning youth service strategies and funding.
- Strategic Planning--Through the Strategic Planning Committee, a regular cycle of strategic planning and thinking is facilitated to identify and bring organizations together to plan beyond the mandates of WIOA.
- Alignment of Operations with Strategy--Three of the SCWDB committees, Employment Enhancement, Policy/Oversight and Youth, are specifically charged with developing operational objectives designed to align with the strategic plan. The designed objectives are then given to the staff to implement the tactics required to ensure the strategy is executed in full. Quarterly reporting of the documented results are reviewed by the committees for accountability.

- Accountability for Fiscal and Organizational Performance--The Executive Committee provides the oversight to the Executive Director to ensure the organization is following generally acceptable accounting practices, including following all Office of Management and Budget (OMB) rules that apply to accountability for federal funds.
- Programmatic Outcomes--The SCWDB has a set of metrics beyond WIOA common measures that are tracked and reported on at each committee and full board meeting to ensure that WIOA performance is regularly exceeded and that other indicators of high performance are also being met, as defined in the strategic plan.

The SCWDB will play a vital and strategic role in supporting business services, sector partnerships, career pathways and work-based learning through participation in career pathways panels, workshops and planning sessions, provision of labor market information to prospective and existing businesses, active participation in sector partnerships and advisory councils.

Opportunities for participation on the SCWDB by businesses in the local area to ensure representation of industry sectors with the greatest labor form demand will be marketed through targeted recruitment events, such as email distribution, chambers, website, and word of mouth.

Opportunities exist for more robust board development through strategic board meeting agendas, more formalized orientation for new board members, continuing education of members on their roles and responsibilities, continuing education on roles and responsibilities of workforce partners, and a formalized staff succession plan. The SCWDB will focus on continuous quality improvement and leveraging of additional funds to build capacity.

5.10 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 original Local Plan requirements were shared with the Board and the timing of writing the plan and getting approval was contingent on having a 30-day comment period prior to submission. Four virtual focus group meetings were held with a variety of partners (core and other) to provide input into the strategic part of the plan that included partners, Board members, CLEOs, and customers. After action by the SCWDB on January 28, 2021, and by the CLEO on January 29, 2021, the plan was published for public comment at www.vcwsouthcentral.com beginning January 29, 2021. Public comments were received through Sunday, February 28, 2021 at 4:30 p.m.

Comments received will be included here. No comments were received during the public comment period.

Local Plan modification requirements were sent shared with the Executive Committee and approved for 30 day public comment period. The Executive Committee took action on December 15, 2022 to publish the plan for public comment at www.vcwsouthcentral.com beginning December 21, 2022. Public comments were received through January 19, 2023 at 4:30 p.m.

5.11 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***

Professional staff development is an integral part of continuous improvement and providing quality services. Opportunities for staff development that are provided by VCCS, DOL, Center partners and other agencies are distributed to all Center staff for an opportunity to participate. The opportunities are shared and discussed with Management Team to get buy-in for staff participation. Weekly staff meetings at each Center also include opportunities for cross-training and other staff development. Staff development is an integral part of each contract with services providers.

The Operations Manager of the SCWDB runs reports monthly from VAWC to ensure its effective use and timely data entry requirements. The reports are shared with all staff and management. When there are inconsistencies in the effective use of VAWC or untimely data entry, a corrective action plan is developed with a time frame for correction. The Operations Manager reviews all corrective action plans and responds upon completion. An annual report of VAWC use is also provided to each contractor. Monthly reports that capture enrollment numbers, training, employment, credentialing and other activities are used to measure staff performance. Customer service is measured through customer satisfaction surveys for customers prior to training, in training, work experience employers and businesses. The results are tabulated and reviewed monthly by staff and quarterly by the Policy/Oversight Committee of the SCWCB.

The process to meet staff certification and Center certification is included in the contracts for all WIOA Title I providers. The One Stop Operator leads the center certification process and is responsible for providing documentation of the requirement standards.

Local Plan Modification Signature Page

We hereby certify that this local plan modification was developed in accordance with the State guidelines, and that local board activities will be conducted in accordance with the originally approved plan and its modifications 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 modifications were developed by the local workforce development board in partnership with the local elected officials, and with the benefit of an open and inclusive plan development process and the required public comment period.

Local Workforce Development Area Name: South Central LWDA # 8

Local Plan Point of Contact Name: Terra Bailey Napier- Executive Director

LWDB Chair

Chief Elected Official-(Consortium Chair)

Lisa Crews
Printed Name

Bernard Jones, Sr.
Printed Name

Lisa Crews 1/27/23
Signature and Date

Bernard Jones, Sr. 1.27.23
Signature and Date

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:
<https://vcwsouthcentral.com/wp-content/uploads/CLEO-Consortium-Agreement.pdf>
2. Current CEO-Local WBD Agreement:
<https://vcwsouthcentral.com/wp-content/uploads/CLEO-SCWDB-Agreement-WIOA-Revised-10.28.16.pdf>
3. Current Local WBD organizational chart.
<https://vcwsouthcentral.com/wp-content/uploads/Virginia-Career-Works-South-Central-Organizational-Chart-2022-2023.pdf>
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.
<https://vcwsouthcentral.com/wp-content/uploads/SCWDB-MOU-2022-2023.pdf>
5. Local WDB Policies (provide the links to all policies on the Local WDB website):
<https://vcwsouthcentral.com/policy-manual-1-20-2021/>